

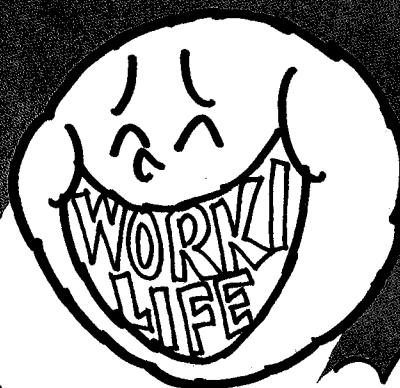
EMPLOYEE SERVICES

M A N A G E M E N T

PUBLISHED BY THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION

January 1999

EMPLOYEE SERVICES IN A NEW LIGHT



INTERVIEW
WITH NESRA'S
1999 PRESIDENT
BRENDA ROBBINS,
CESRA

- 
- RECREATION ACTIVITIES
 - EMPLOYEE STORE
 - EMPLOYEE GIVING PROGRAMS
 - DISCOUNTS
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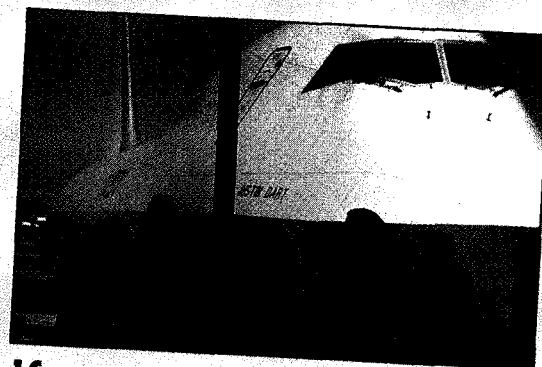
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By Viveca Jonsson

Getting Published

By Renee M. Mula

Despite today's booming job market, there's no excuse for neglecting your resume. It's smart to get involved in hands-on, career-enhancing experiences that will prove you to be a valuable employee. With this in mind, you may consider contributing to *Employee Services Management* magazine. Enhancing your resume is one benefit to writing an article. Read what other benefits *ESM* authors realized from this experience.

Jim Battersby, author of "Lights, Action, Cut," March, 1998, says, "I believe in the magazine as a means to connect and communicate to NESRA members." He says that compiling information for his article gave him the opportunity to build relationships. After getting published, members called him for advice. "When you're published, it adds to your prestige," Battersby adds.

Writing articles can also allow Associate Members to display their expertise. Arthur King, author of "Maximize Your Sales Dollars Per Square Foot and Still Be Able to Change the Look of Your Store," March 1998, used his knowledge of merchandise displays to help NESRA Employee Store Members. King discovered the benefits of writing when Franklin Fixtures exhibited at NESRA's Annual Conference & Exhibit. "People had read our article and knew of us before the show," King explains.

According to Jon McChesney, Ph.D., co-author of "Risk Management: The Key to Safe Fitness Programs and Facilities," November/December 1998, it's paramount in this profession to publish. McChesney explains, "Not only is it personally satisfying to see your work in print, but it is professionally rewarding to be recognized by your peers for your contribution." He says, often peers see your article as a means of measuring your productivity in the profession.

John Borja, author of "Motivating Volunteers," November/December 1998, says he enjoys writing when he is passionate about the topic he chose. He adds, "That's what NESRA members do—share and network. There should be no feelings of apprehension when it comes to writing an article."

If you are interested in writing for *ESM*, please call Renee Mula at (630) 368-1280 or e-mail me at reneemula@nesra.org, to request a list of upcoming article topics and *ESM*'s editorial guidelines. Once you've chosen a topic, we can discuss your ideas. If you have questions, don't worry. I will be here to help you along the way. Good luck!



EMPLOYEE SERVICES MANAGEMENT

Publisher

PATRICK B. STINSON

Director of Communications

CYNTHIA M. HELSON

Editor

RENEE M. MULA

Designer

DALE DODSON

Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd.
Solon, OH 44139
(800) 335-7500 (440) 349-3353
Fax (440) 349-3447
E-Mail: bashian@jdt.net

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.
Solon, OH 44139
(440) 498-9297
Fax (440) 498-9298
E-Mail: abvsales@aol.com

ROBERT H. KRUHM

Box 234
Fulton, MD 20759
(301) 924-4473
Fax (301) 854-2464
E-Mail: rhkruhm@mindspring.com

Editorial Advisory Board

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NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. NESRAHQ@nesra.org ■ <http://www.nesra.org>

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NESRA Offices



NESRA Headquarters

2211 York Road
Suite 207
Oak Brook, IL
60523-2371

(630) 368-1280

(630) 368-1286 FAX

<http://www.nesra.org>
nesrahq@nesra.org

Western Field Office

18530 Dancy Street
Rowland Heights, CA 91748
(626) 913-4014
(626) 964-7242 FAX
NESRAFO@aol.com
Serving states west of the
Mississippi River

Eastern Field Office

4501 Oakcreek St., #101
Orlando, FL 32835
(407) 297-1090
(407) 291-1359 FAX
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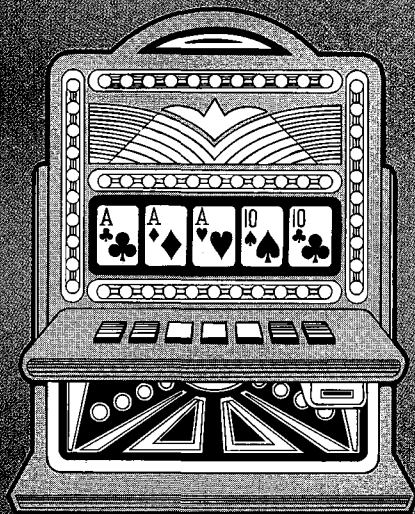
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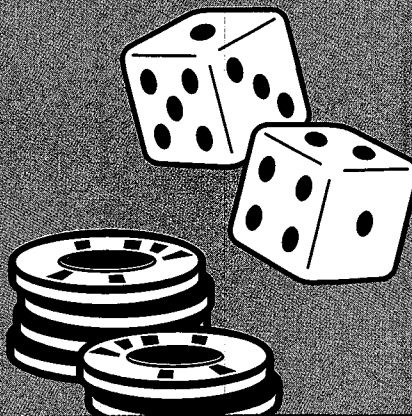
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NESRA Organization Member	\$480	\$495
Non-Member Delegate	\$575	\$595
Associate Member non-exhibiting	\$800	\$850
Spouse	\$210	\$225
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Room rates for The Rio Suite Hotel & Casino for NESRA's conference are \$106 for a standard suite. To make reservations call the hotel directly at (702) 252-7777 and say you are with NESRA.

If you have questions, would like to submit a presentation proposal or would like to sponsor an activity, contact NESRA Headquarters.

National Employee Services and
 Recreation Association
 2211 York Road • Suite 207
 Oak Brook, IL 60523-2371
 (630) 368-1280 • Fax: (630) 368-1286
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*See page 15 to register.



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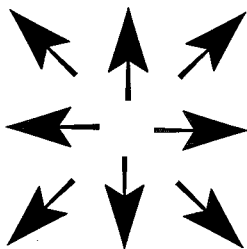
"When your work speaks for itself, don't interrupt."

Henry J. Kaiser

Top 10 Career Catalysts

Competition among professionals at all levels is increasing, but employers still expect employees to expand their industry expertise and contribute to greater corporate profitability.

Diane Domeyer, executive director of Office Team, a staffing service, outlines 10 steps workers can take to enhance their career growth:



1. Establish goals. "Every employee should develop a list of goals to achieve and review it frequently, taking action at every opportunity," says Domeyer. "This could include activities such as building customer relations or reading trade journals to keep apprised of industry trends."

2. Get organized. Whether it's utilizing project tracking software or a day planning notebook, strong organizational skills are key to moving forward in your career.

3. Seek new responsibilities. Offering to assume additional duties or oversee projects, regardless of their size, will provide valuable experience and foster professional growth.

4. Learn new technology. "With new computer systems and software being introduced daily, your technical training is never complete," explains Domeyer. "Developing greater expertise with new applications or becoming more Internet-savvy will enhance your career development."

5. Network. Join a trade association to interact with others in your profession and stay current on trends in your field. Maintain contact with former business associates, college alumni, professors and so on.

6. Dress for success. "Select business attire appropriate for the position you would like to have in your company," recommends Domeyer.

7. Become a mentor in your department. Not only will you benefit by assisting coworkers and fostering staff camaraderie, but you will strengthen your interpersonal and leadership skills.

8. Be visible. Without boasting, take prudent steps to ensure your accomplishments are known to others. This can include, where appropriate, actions such as speaking up during meetings, presenting suggestions for improving business practices or even arriving early to the office.

9. Remain flexible. "Always be open to new challenges and assignments," Domeyer says, adding, "Don't dismiss a project if it falls outside of your job description—it could serve as a springboard to gaining new responsibilities."

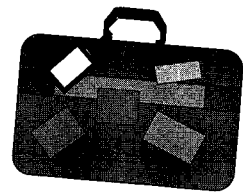
10. Stay upbeat. Maintaining a positive attitude when workloads peak demonstrates an ability to produce results under pressure, which is always a valuable trait.

The OfficeTeam website is located at www.officeteam.com.

A newsletter of ideas for the Employee Services and Recreation Provider

KEYNOTES

Safe Trips Abroad Start at Home



Getting On The Boss's Good Side

The boss was standing in front of the paper shredder with a confused look on his face. I asked if he needed any help and he said, "Yeah, how does this thing work?"

I took the papers from him and fed them into the shredder, demonstrating how it worked.

He just stood there a moment with another confused expression.

So I asked, "Any questions?"

"Yeah," he said.

"Where do the copies come out?"

If you're planning to travel abroad, whether for pleasure or business, take these precautionary steps to ensure that you have a safe trip wherever you're heading:

- **Be aware of the country's crime rate.** Get a CIA and U.S. State Department country briefing while planning your trip. Obtain an updated report before you leave. Some of this information is available on the Internet.

- **Be knowledgeable of your company's foreign affairs.** If you're going on a business trip and your company does business in the country you are visiting, get information from a local employee or representative office.

- **Brush up on current affairs.** Read the newspapers and watch TV news for a month before your departure. Do a word search for your destination on the Internet.

- **Play it safe.** When planning your trip, minimize stays in airports. While an hour or two is sensible to avoid missing flights,

more time will expose you to unnecessary risk.

- **Guard your wallet.** Use a zip-top money/document pouch sewn into the inside of your jacket for carrying your passport and other important documents. Or, purchase a pouch that can be hidden in your shirt or that straps to your leg. Also, buy a cheap spare wallet.

- **Protect your possessions.** Never use expensive-looking travel gear, fancy brand names, or the latest and most expensive models of famous brands. Avoid any labels or stickers that identify you as an American.

- **Dress modestly.** Pack clothing that is generic or more European in style. Avoid designer labels.

- **Leave unnecessary items at home.** Remove items in your wallet that may easily identify you as an American. For example, leave your video rental or library cards at home.

DID YOU KNOW?

- A growing number of sexual harassment charges do not involve dirty jokes or unwanted groping, but consensual relationships that sour.

(Source: Goldberg, Kohn, Bell, Black, Rosenbloom & Moritz, Ltd., a Chicago-based law firm)

- Fifty-nine percent of adults say they would like to save enough money to take a costly trip in the next five years, but only 42 percent of them will actually achieve their goal.

(Source: USA Today, September 3, 1998)

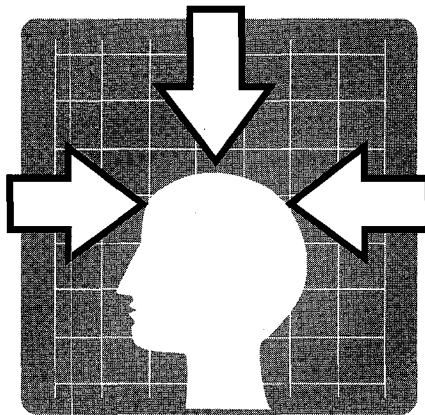
"Buried seeds may grow, but buried talents never."

Roger Babson

Headache Culprits

Americans spend over \$4 billion a year on over-the-counter pain relievers for headaches. Prevention costs nothing. Avoid these five leading causes of headaches:

1. **Stress.** Take 30 minutes a day just to daydream, meditate or otherwise relax.
2. **Irritating foods.** Be aware that some foods, like caffeine, red wine, processed meats, chocolate, cheese, citrus fruits, lentils, snow peas, and MSG can trigger headache pain.
3. **Eye strain.** Take occasional "eye breaks" from the computer or other objects you spend a significant amount of time looking at. All it takes is a look out the window.
4. **Prolonged sitting.** Shift your sitting position occasionally: stretch once an hour, stand during a phone conversation or take a walk at lunch. Sitting in one place for too long tightens muscles and causes tension headaches.
5. **Varied sleep times.** Control your brain's clock by getting up and going to sleep at the same time every day, even on the weekends. Too little or too much sleep can bring on headaches.



• Although employees without children felt they worked longer hours than their child-rearing coworkers, a Boston University researcher found no difference in actual time spent working.

(Source: *The Wall Street Journal*, February 24, 1998)

• "Always leave enough time in your life for something that makes you happy, satisfied, even joyous. That has more of an effect on economic well-being than any other single factor."

(Source: Paul Hawken, *The Benefits of Parks & Recreation Resource Guide*, 1996, NRPA)

Associations Will Thrive

The American Society of Association Executives (ASAE) Foundation released a report summary saying associations will thrive in the next 5-10 years, however there are certain trends that will affect them along the way.

The study "Facing the Future: Preparing Your Association to Thrive," by Rhea Blanken of Results Technology and Allen Liff of Ronin Marketing, uncovers the results of the authors' year-long search for clues about how the world is changing and how these changes are likely to affect the future of organizations.

Fourteen trends that will affect associations were identified:

- leadership's role
- value—return on investment
- responsiveness
- technology use
- change loops (actions that result from other actions)
- revenue sources
- generational issues
- workforce
- outsourcing and co-sourcing
- governance
- competition and alliances
- consolidation and mergers
- globalization
- image building

The authors conclude associations will assume a leadership role through information, technology, membership and interaction.

(Source: *Association Trends*, August 7, 1998.)

Risky Business

Despite increased health awareness, Americans continue to take risks with their physical well-being. Here are the top risky behaviors:

- 71 percent: Don't use sunscreen
- 59 percent: Don't eat enough fruits and vegetables
- 39 percent: Don't see a dentist regularly
- 35 percent: Don't take steps to control stress
- 34 percent: Don't always wear seat belts
- 29 percent: Are overweight
- 22 percent: Smoke cigarettes
- 20 percent: Get less than six hours of sleep per night

(Source: *Chicago Sun-Times*)

Get the Best Airline Seats

Even if you're not flying first class, you can still be better off than most of the cramped passengers in coach. Keep these facts in mind to get the best seat on the plane:

- The roomiest aircrafts are the 767s and MD-80s. The most cramped are the 757s and 737s. They also have the fewest restrooms per capita.
- The safest seats are generally in the back third of the plane. Statistics show that they're 34 percent safer than the front seats.
- The most comfortable seats are on the exit rows and the aisle seats in the center section.

Resolving Conflict Among Employees

by Patricia Haddock

Differences among employees are bound to occur and can be resolved if conflict is managed in a polite manner. Even in the best-managed business, employees sometimes have trouble getting along. Squabbles occur from time to time, and often disagreements center on the performance of responsibilities, day-to-day interactions with peers and personality conflicts. Some personalities clash despite the best policies and programs and an environment that encourages harmony and cooperation.

Managers must understand that one of their key responsibilities is to identify the first signs of conflict among employees, to step in, and to take decisive actions to prevent conflict from escalating to warfare or sabotage.

Step One

Talk to each party privately to find out both sides of the story. Recognize each person's position without taking sides. Explain how the conflict is adversely affecting the business.

Step Two

Remain objective and document the facts. Place the focus on work responsibilities. Avoid finding fault or making accusations. Keep attention on the present situation, not on past histories or old grievances.

Step Three

Insist on statements of facts, rather than opinions. If the em-

ployee becomes emotional, allow him to express his feelings and then gently steer the conversation to the facts.

Step Four

Where appropriate, refer to company policies or job responsibilities as behavior guidelines and benchmarks.

Step Five

Judge the issue, not the person; state the desired outcome; and ask each employee involved in the conflict for specific suggestions on how the desired outcome can be achieved.

Step Six

Bring both sides together and negotiate specific solutions until you have a consensus. Define the specific outcome and state how it will be measured so that each side will know when it has been achieved. Clearly state who is responsible for what actions within mutually-agreed deadlines.

Author, speaker, consultant

Patricia Haddock is an expert in helping people improve productivity and effectiveness by increasing their time management and interpersonal skills. For information about Haddock's speeches and workshops, call her at (888) 863-3919.

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Editor/Production: Renee M. Mula

Ropes Course Promotes Teamwork

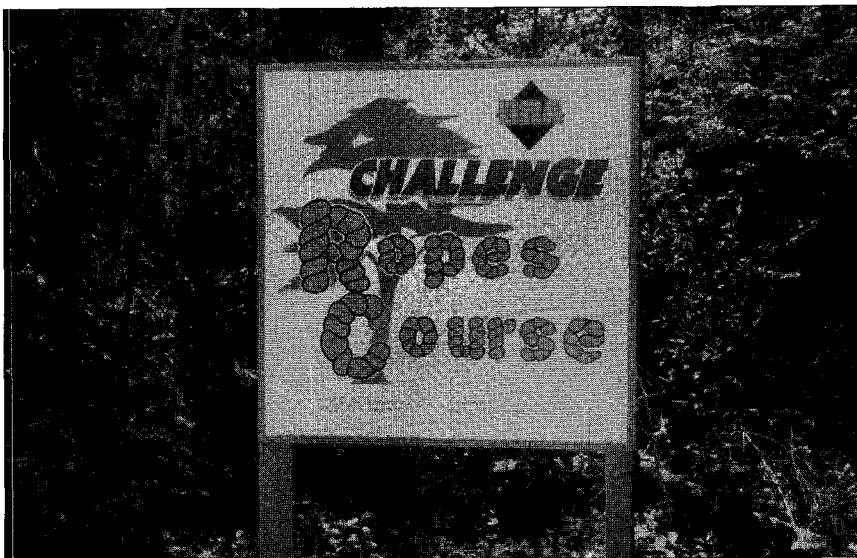
In the February, 1997 issue of *ESM*, I wrote about a series of money-generating developments at the Savannah River Site—Operations Recreation Association (SRS-ORA) corporate recreation facility in Aiken, SC. Supporting the site has become an increasing challenge with a downsized company, decreased corporate funding and the rising cost of doing business. But, we have survived and will continue to thrive because of our approach to doing business. One of our newest approaches is our “ropes course.”

The terms “ropes courses,” “confidence courses” and “team-building courses” all refer to the same thing. When speaking to others, I describe our course as “a facility to develop individual and team strategies using a variety of physical and mental challenges in an outdoor setting.” The course is divided into 13 low elements and eight high elements. The low course can accommodate larger groups (up to 15 people) using a single element, while the high elements require one participant and at least one belay man, a safety factor used in all elements. Both areas require a trained facilitator who guides the group through the course, working on a preset agenda of goals. And it's a lot of fun!

How we entered the training business is as interesting as the development of the course. Hopefully, I can capture the highlights of our process.

How It Began

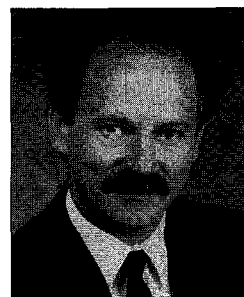
At the beginning, we talked with the human resources department at University Hospital (UH) in Augusta, GA about its extensive use of a similar ropes facility 35 miles from town. We discussed how to design the ideal course—giving them attractive usage costs (\$7.50 per person) and reducing travel time. The Savannah River Site presented several key advantages over the hospital's present course,



The entrance to the ropes course at the Savannah River Site in Aiken, SC.

including its location only 14 miles from the hospital. At first, we discussed UH building their course on our property and, together, marketing this training concept throughout the Augusta area. We would use our course and their hospital's facilitators, charging participants accordingly.

As discussions progressed, they were less receptive to building a course and more accepting to our facility. The situation was similar with the other facilities we had, such as our softball complex, soccer and football fields and picnic areas. Along with meeting the needs of a major customer in the community, we were also aligning our facility with the mission of the company. Our CEO and NESRA 1997 Employer of the Year Ambrose Schwallie, uses four key imperatives to operate the Savannah River Site. He added a fifth imperative—teamwork. Our course was consistent with this theme, giving the company an avenue to build teamwork and trust while supporting our program at the same time. It made great sense to build the course and continue to make the company our customer.



John Felak, CESRA is executive director for the Savannah River Site Operations Recreation Association in Aiken, SC. Felak is a NESRA Foundation Trustee. He can be reached at (803) 642-0314.



A view of the skywalk and catwalk, two elements of the high course. The eight high elements are the center piece of the individual challenge course. They overlook the lake at ORA.



The vertical playpen offers the user both a physical and mental challenge. Belay lines are a safety measure used to eliminate injuries. This is the most difficult physical challenge on the course.

Building the Facility

Next, we needed to decide where, on our 211-acre site, to build this. Ropes courses use existing trees, when feasible, to reduce costs and keep a natural look to the elements. When mature trees are not available, telephone poles are used in their place. We chose an area directly across from our 30-acre lake and the main picnic area. A dirt road now provides driving access to the low course, but long-term plans include a bridge or floating dock to connect the two areas.

The high course we chose required only the planting of trees. In an area adjacent to the lake and behind the softball fields, several pine trees stand in excess of 80 feet tall. They proved to be a perfect location to install an attractive, challenging and cost-effective course. We even allowed enough room to expand and add elements as needed.

Our signature element is the 64-foot high "zip line." On this element, the participant climbs a tree using heavy staples installed up the entire length of the tree. A landing is set at 30 feet to give her a mental and physical breather. The most difficult part of the element, the confidence portion, requires the participant to sit on a platform 60 feet high and extend his legs over the edge. All the time, he is connected to a parachute-style harness that is either tied to the belay line (a participant's best friend in the world at that moment) or the pulley attached to the zip line. When he is ready, he will edge off the platform, fall 6-8 feet to take the slack out of the line and enjoy the ride!

We selected a builder who had little experience building ropes courses, but extensive work on playground systems. The final product met or exceeded every standard set by Project Adventure, the inspector of the course. Our first group from UH "played in the trees" last year. At the time of this printing, we have welcomed over 500 participants to use the course from UH alone.

We promoted the facility to local NESRA companies when we hosted a NESRA of Augusta chapter meeting and gave a tour of the facility. It was exciting to hear that many of our members use similar courses and are very willing to suggest and encourage the use of our facility in the future.

Conclusion

Time will tell whether our decision to invest \$25,000, and a considerable amount of time, is a financial success. If our success is measured by our willingness to meet the needs of the company and closer align our future with the Savannah River Site, we have already accomplished our goal. We expect this to be a highly profitable venture and for it to pay for itself within 18 months. It should also develop the overall usage of our facility. As a major player in minor facilities, we hope to have long-term success.

Our next project, already in the making, is our Par 3 golf course. It all started when...



Employee Services In A New Light

By Cynthia M. Helson

This piece will present a different way of thinking about employee services programs. It is time to assess how our programs fit in the whole work/life picture. Thinking in terms of work/life, we may see a new approach to marketing our programs. Let's begin by taking a look at the scope of employee services.

When viewing the 10 components of the Employee Services Umbrella, as shown in chart I below, we might ask ourselves: Where is it? Where is the Work/Life Programs component? At first glance, it may appear that this component is missing.

An Interwoven Purpose

In developing the Employee Services Umbrella, NESRA Executive Director Patrick Stinson says, "Employee services programs have been helping employees for a long time to be well-rounded individuals and to foster teamwork within a company. We chose not to identify work/life programs as a separate component because it is our feeling that all 10 components help employees balance work and personal life." Employee services has always signified enhancing employee quality of life. Over the years, NESRA has promoted the belief that satisfied employees are more productive employees.

Employee services addresses many areas of a healthy lifestyle. The Employee Services Umbrella shows the components of an employee services program. At some companies, it is clearly defined that the employee services department implements all of these components. At other companies, different departments may implement from 1-10 of the components of the umbrella. Chart II, on page 12, gives examples of what types of programs fall under each component.

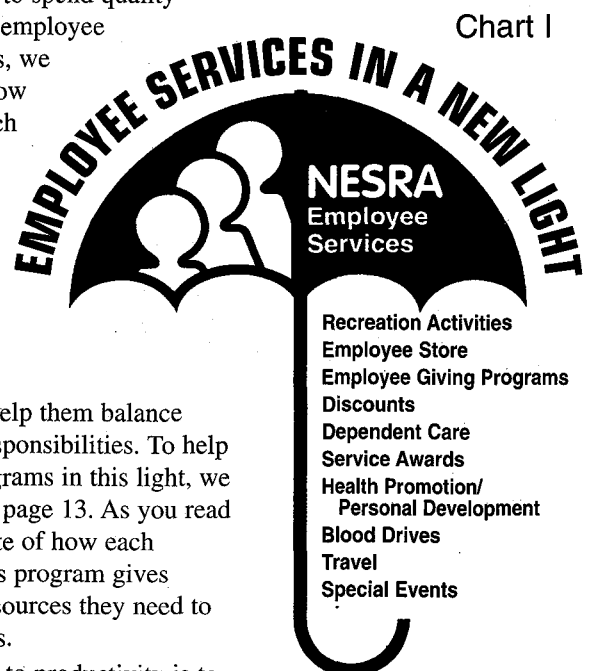
"The emphasis on work/life balance simply magnifies the need for employee services programs," says Stinson.³ "Employees have always

wanted to be recognized as more than just workers, but as individuals who have relationships and lives outside the workplace."

Today employees are saying that they need experiences in other aspects of their lives to feel fulfilled and to be more productive at work. While they want to participate in recreation and community service activities, there has been a trend for employees to desire more family-friendly activities. In the 1960s, some of the most popular employee programs were the sports leagues, where employees battled opposing teams after work hours. Now, more employees are working on team projects and they enjoy their time outside of work with their families.

For this reason, discount tickets remain a positive contribution to balancing employees' lives, because they save employees money while making it convenient for employees and their significant others to spend quality time together. As employee services providers, we must recognize how our programs, such as our discount programs, address work/life issues. We need to let employees know that the services we provide will help them balance their work/life responsibilities. To help illustrate our programs in this light, we offer Chart III on page 13. As you read the chart, take note of how each employee services program gives employees the resources they need to manage their lives.

One of the keys to productivity is to



Activities Falling Under the Employee Services Umbrella

Recreation Activities

sports leagues
sports tournaments
social programs
cultural programs
summer camps
special interest clubs
talent show

Employee Store

- Merchandise
 - logo items
 - convenience items
 - catalog shopping
 - general gifts
 - snacks and candies
- Management
 - company-managed or outsourced programs
 - marketing
 - business planning
- Services
 - dry cleaning
 - photofinishing
 - florist
 - shoe repair
 - ticket sales
 - public transportation tokens
 - hunting/fishing license
 - driver's license renewal
 - online services
 - video rentals
 - postage stamps
 - movie/theater ticket sales
 - auto maintenance
 - helium balloons
 - gift baskets
 - on-site vendor fairs
- Training
 - staffing
 - customer service
 - time management

- Other
 - facility construction
 - facility management

Employee Giving Programs

community service programs
home-building teams
sharing programs
donations
fund-raisers
Big Brothers/Big Sisters
local United Way
United Way of America
community resources
volunteer programs

Discounts

- Entertainment
 - theater tickets
 - travel
 - family entertainment
 - dinner/theater discounts
 - group travel discounts
- Merchandise
 - buyer's guides
 - fitness equipment/supplies

Dependent Care

childcare and eldercare assistance programs
caregiver referral list
on-site center
emergency back-up care
lunchtime seminars
co-op with other companies for community center
eldercare planner

Service Awards

years of service awards
met quotas
team accomplishment

attendance
achievement of goals
safety
suggestion contribution
team projects

Health Promotion/Personal Development

facility construction management
Employee Health & Fitness Day
fitness equipment
fun runs
walking programs
personal training
Toastmasters
health centers
health seminars
martial arts/self-defense classes
CPR/First-Aid training
health fairs
health promotion with facilities
aerobics classes
smoking cessation
stress reduction
vaccines
screenings
rehabilitation services
nutrition/weight control
ergonomic consultation
cardiac rehabilitation
weight room
relaxation room
stretching
financial planning
pre-retirement planning
career development
adult education programs
public speaking programs
work/life programs
employee assistance

programs

Blood Drives

Travel

- Business Travel
 - individual
 - groups
 - meeting/conferences
 - on-site day meeting
 - off-site day meeting
- Leisure Travel
 - individual
 - groups
 - ski trips
 - golf trips
 - cruises
 - weekend getaways
 - bus tours
- Other
 - how to manage travel
 - commute-alternative programs
 - liability issues

Special Events

company picnics
family social activities
meetings
banquets
adult Christmas/holiday party
adult Halloween party
Easter egg hunt
open house
resale event
children's Christmas/holiday party
children's Halloween party
dinner/theater outing
on-site vendor fairs
theme parties
evening socials
concerts

avoid burnout. To do so, employees must expose their minds to a variety of experiences including work, relationships, physical activities and personal growth. However, schedules are tight. Keeping employees content and productive at work requires employees have the means to address some of these issues while at work. What can do this more effectively than a well-run community service opportunity, where employees can help those in need, tap into one of their hidden talents and meet new friends? Whether employees bring in canned goods for a food pantry or knit blankets for the homeless during lunch breaks, employees reach out to others in search for a balance.

A Bottom-Line Concern

Keeping employees interested and companies productive means attracting top-notch employees and treating them as such. As the media continues to highlight offerings to employees, such as dependent care and on-site conveniences like license renewals and video rentals, more job-seekers are expecting these services. In some cases, not offering such amenities can mean not attracting the number one candidate for a key position.

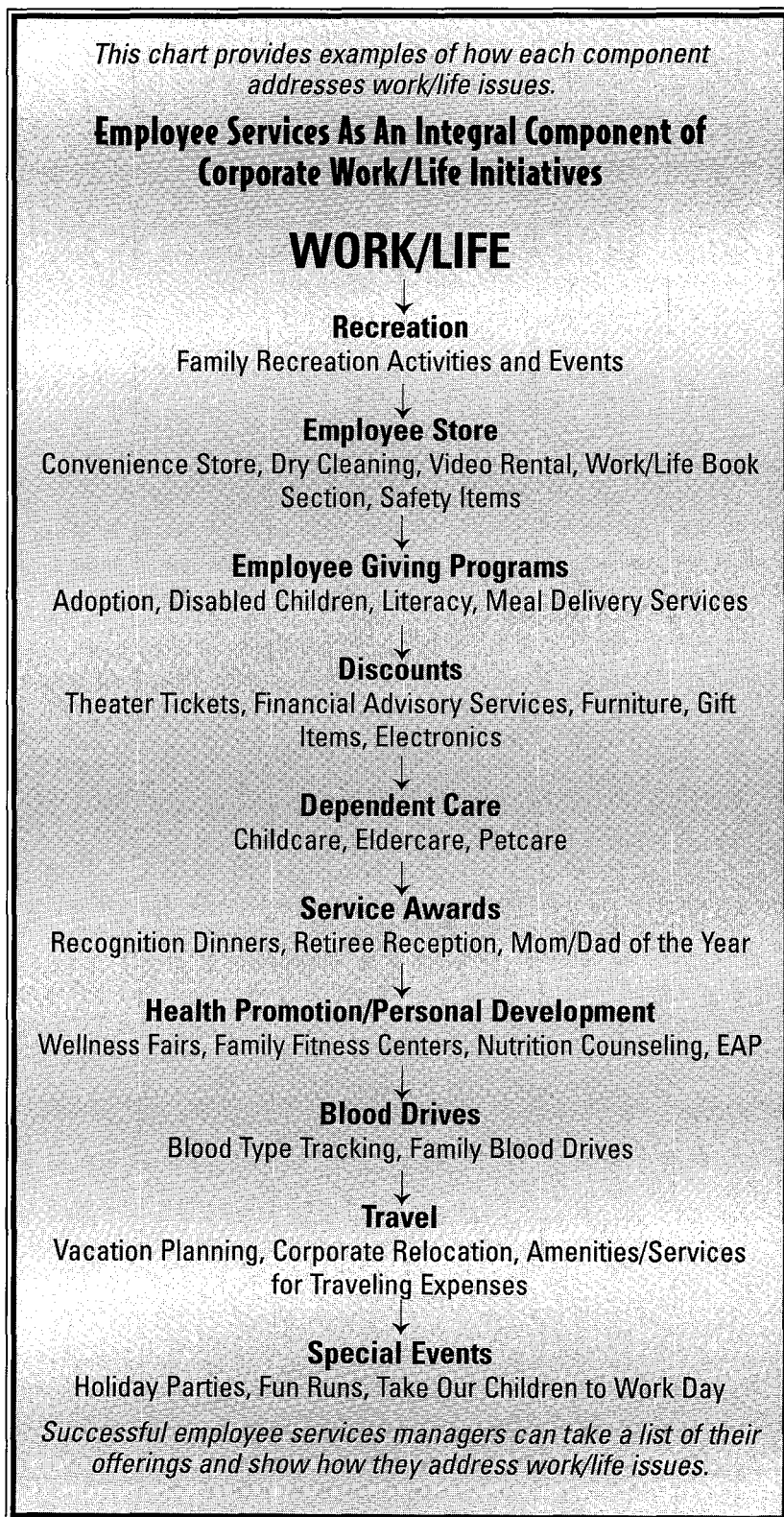
We need to think in these terms when we are presenting the value of our employee services programs to management. Consider the value placed on work/life programs and, if we don't already, list our programs on materials handed to prospective hires. Those companies that highlight initiatives to help employees live well-rounded lives are perceived as employers of choice. These companies can attract more candidates.

Employee services programs that are perceived as solutions to the work/life struggle can also help companies keep employees. Roger Lancaster, CESRA, manager, employee services, USDA, Washington, DC, tells of an employee who came to him and said, "I just wanted you to know that I turned down a job offer at another government agency offering more money because the location didn't have a fitness center." Keeping a productive employee is something that affects the bottom line. A recent MetLife Study shows that it costs \$4.9 billion to replace employees who resign because of work and family conflicts. And, it's not only those caring for children or the elderly that value striking a balance. A study conducted for Coopers & Lybrand, involving 1200 young people, suggests that the ability to have

a personal life is becoming a priority with younger employees.

By now we should agree that employee services programs address work/life issues. We should also notice our role as employee services

Chart III



**We Must
Tell
Employees
And
Managers
About The
Work/Life
Benefits
Our
Programs
Deliver.**

providers has become more valuable to companies. Our programs can attract and retain employees which can affect a company's bottom line. Whether or not all of our companies' work/life initiatives will come from our departments or if we will be working with a newly developed work/life department, consider how appealing traditional employee services offerings can be in the work/life arena.

A Strategy To Meet the Demand

It's important that employee services providers market their programs in this work/life light. Although more companies are interested in addressing work/life issues, they don't always know where to begin. Some companies think this means building an on-site day care center or switching all jobs to part-time positions, but more and more company managers are finding less drastic means to achieve the same goal. Yes, flextime, job sharing and telecommuting are factors in a work/life equation, but until the company is ready to move in these directions, it should assess what programs are already in place.

Making management aware that programs, such as special events, fitness programs, dependent care and discount programs, are well received by employees can give our companies direction on what to highlight as we continue to broaden our work/life offerings. We can promote an annual weekend shopping spree to the outlet mall as a way to spend time with a special family member or friend, or, as a convenient way to purchase birthday presents or items for the home. This will tell employees we are interested in helping them create fond memories and we want them to enjoy their time off.

As we market our programs to employees, keep in mind a key advertising principle. Rather than hyping the features of our products (our employee services programs), inform our audience of the benefits they will receive from using our products. We can't just tell them what is being offered; we must tell employees and management what problems we are solving. How will we make their lives easier? For example, instead of saying our employee stores offer giftware, cards and convenient services, we may say this in our promotion to employees, "Let our employee store pick up your dry cleaning and wrap your holiday gifts, leaving you more time to enjoy those closest to you."


We should choose messages that reinforce the value of our programs to those who are seeking to live a well-rounded life. For example, if our

company picnic extends an invitation to employees and their families, we can explain to employees that bringing their children to the picnic can generate a fond childhood experience. Adults with fond childhood memories are generally more good-natured individuals. This gives families and couples quality time together. Some NESRA members coordinate a variety of special interest groups. Getting involved with the ceramic club, ski club or company chorus presents opportunities for employees to creatively express themselves. Through these experiences employees become less stressed and more balanced.

We need to think in these terms: Our discounts on furniture allow employees to affordably furnish their homes. Our employee parks provide quality facilities for family reunions and children's birthday parties. Our fitness centers guide employees to embrace healthy lifestyles. If we fail to bring these benefits to employees' attention, then we fail to deliver solutions to work/life issues. Remember, it's not the products themselves that people buy, it's the benefits.

Conclusion

It is helpful to understand the scope of the Employee Services Umbrella and to realize that, since 1941, NESRA members have been delivering programs that enhance employees' quality of life. For over 57 years, NESRA member employees have expanded their minds, showcased their talents and built relationships. As assertive employee services managers, we will recognize this and note how our programs can be adjusted to meet the demands of employees wishing to spend more time with those they love, either in group activities such as an employee picnic or through independent activities like family vacations. It's time for us to assess how employees want programs delivered and to target our promotional messages to support work/life goals. We must take the time to see if employees are looking for more structured or unstructured events.

Actively promoting our programs to new hires and valued employees as work/life solutions can affect the bottom line. Think of attracting the new hire that brings his idea for a million dollar profit-making product. Remember the value of the woman that constantly seeks out cost-cutting opportunities. The explosion of work/life issues will justify the value of employee services programs. We must seize this opportunity and let the work/life sunshine in. 

NESRA's
58th Annual Conference and Exhibit
Rio Suite Hotel & Casino, Las Vegas, Nevada
April 25 - 29, 1999
Registration Form

Full Name (Print) _____ Common First Name _____

Position _____

Company _____ Number of Employees _____

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City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes ____ No ____

Does your company have an employee store? Yes ____ No ____ Do you manage it? Yes ____ No ____

Expected date of Arrival _____ Departure _____

() Please check if you have disabilities and require special services. Attach a description of your needs.

Payment method: check _____ VISA _____ Mastercard _____ American Express _____

Credit card number: _____ Expiration date: _____

REGISTRATION FEES: Please circle amount enclosed.

	Prior to <u>3/19/99</u>	After <u>3/19/99</u>
NESRA Organizational Member	\$480	\$495
Non-Member	575	595
Associate Member non-exhibiting	800	850
Spouse	210	225
College Student	150	165
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/99. After that date, a refund is not guaranteed.

All room reservations must be made **directly** with the Rio Suite Hotel & Casino. We cannot guarantee room availability after 3/19/99, consequently we suggest you telephone in your room reservation to the hotel at (702) 252-7777. Be sure to state that you are part of the NESRA Conference. The NESRA Conference room rate at the Rio Suite Hotel & Casino is \$106 per night (single or double occupancy). Children under 16 will not be allowed in the Exhibit Hall.

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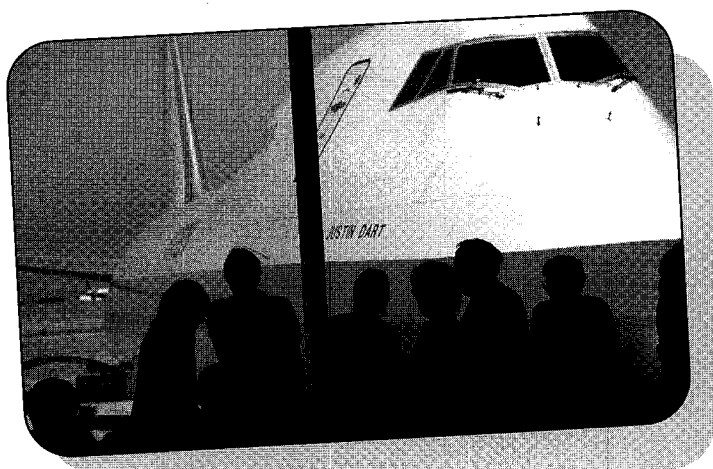
Group Travel Checklist

Whether you are a novice travel planner or a seasoned group planner, take a few minutes to prepare for interviewing a tour operator who will deliver what you expect.

A successful trip begins with your advance preparation. Before you search for a tour operator, help your group decide what they are looking for in a trip. You should know your group's needs and expectations. Organize their ideas by asking your travel group these questions—before you call a potential tour operator.

Relationship-Building Tips

- ◆ What destinations or activities has your group expressed an interest in?



- ◆ What level of activity does your group enjoy: a jam-packed itinerary, hours of free time or a good balance?
- ◆ Discuss any special needs that your group members have, such as disabilities or medical/dietary requirements.

- ◆ Would your group prefer a general sight-seeing tour or is the group ready for a little adventure? If they opt for the latter, discuss specifics including level and type of activity.
- ◆ Does your group enjoy a talkative tour guide who doesn't allow one flower to go unidentified; or does the group prefer more quiet time for reflection?
- ◆ Would your members mind traveling with another group or welcoming add-ons; or do they prefer exclusivity?
- ◆ Although it should be a given, it can be overlooked: What is your budget?

Vacation Checklist

Take the time to ask the right questions of your tour operator at the beginning of your process. Doing your homework upfront can save you time AND help you avoid losing your employees' money. The National Tour Association (NTA) urges you to use this checklist when making travel plans:

- ◆ Verify that the travel agent or tour company is a member of a professional association, such as the NTA, the United States Tour Operators Association or the American Society of Travel Agents.
- ◆ Make sure that the tour company offers a consumer protection plan. All NTA tour companies are covered by a \$250,000 Consumer Protection Plan*.
- ◆ Read carefully the tour company's cancellation and refund policies.
- ◆ Use a credit card to purchase tickets. If you must use cash, always get a receipt—everything must be in writing.
- ◆ Verify that the tour company has professional liability, errors and omissions

insurance coverage—all NTA tour companies have at least \$1 million in coverage.

- ◆ Ask for a reference from a client with whom you trust.
- ◆ Avoid high pressure sales offered for a limited time. You need time to evaluate each offer.
- ◆ Beware of companies that send a courier for a check or request a direct bank deposit or certified check.
- ◆ Decline offers requiring a property sales presentation.
- ◆ Prior to payment, put in writing complete details about your trip.
- ◆ Request specific hotel and airline names, addresses, and phone numbers—broad terms such as “all major hotels” and “all major airlines” are a warning flag.
- ◆ Insist on a local phone number if given an 800 number—this will establish that the tour company or travel agency has a central office from which it operates.
- ◆ Never use 900 numbers.
- ◆ Have your local NTA tour operator evaluate any vacation certificate you receive in the mail.
- ◆ Call the National Fraud Information Center (800) 876-7060, the Federal Trade Commission (202) 326-2000, or local and state consumer protection agencies to report all incidences of travel-related fraud.

Conclusion

It's best to know who the participants will be on your trip. Clearly identify their expectations so that you can deliver what they need. To do so, you must choose a tour operator who will fulfill your contract in the best manner possible.

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NESRA President

Brenda Robbins, CESRA

SPEAKS ABOUT HER GOALS AND EXPERIENCES

ESM: *What are your NESRA presidential goals?*

Robbins: Employee services plays a very important role in the success and morale of corporate America. In my year as President, I plan to raise awareness of NESRA and all the benefits that employee services programs offer to corporate America. Most companies are offering some type of employee services, but not all of them have heard of our association. NESRA can show employers how to make employees content and productive by implementing programs at little or no additional cost to the company.

Increasing the awareness of NESRA will bring current NESRA members more recognition and ultimately attract more peers for increased networking.



ESM: *In what ways has serving on the NESRA Board of Directors helped you do your job better?*

Robbins: Serving on the NESRA Board has given me the opportunity to get closer to my peers. I have often told the story that I started our employee services program by selling discount tickets from my desk drawer. Now, we have a full-blown fitness center with several sports fields. Not only did NESRA help

Southwest Research Institute (SwRI) and me succeed in this process for our employees, but my involvement with the Board has given me the privilege of learning from my peers and understanding their programs. As a result of adapting professional ideas generated from discussions with peers, I have learned how to more efficiently run an employee association.

ESM: *What is your most memorable NESRA experience?*

Robbins: I remember most when I was a first-timer at the 1984 NESRA Annual Conference and Exhibit in Breckenridge, CO. I was overwhelmed by the wonderful and friendly people that welcomed me as a new peer. I knew a couple of people at the conference, but for the most part, everyone was a total stranger. I was so excited about all of the information available to aide in my professional and personal goals. To consume as much information as possible, I spent the entire conference sitting with people I was yet to meet. I made friends that week who have shared their ideas and helped me through many situations. Fifteen years later, I still have a close bond with many of those same people.

My experience as a conference chair for NESRA's 53rd Annual Conference and Exhibit in 1994 was one of the most exciting and rewarding opportunities I have had in my professional career. The success of that conference and the teamwork of the committee was an experience I will never forget.

ESM: *You've attended many national and regional conferences. What does an experi-*

.....

enced member, like yourself, gain from these conferences? On the other hand, what can a novice expect to learn?

Robbins: I have attended all but two NESRA Annual Conferences since 1984 (childbirth interrupted some of my plans). As a seasoned veteran to National Conferences I still come back to my company ready to conquer new tasks, with a fresh supply of ideas from breakout sessions and especially networking. In addition to drawing quality peers, NESRA Headquarters has been doing a great job at hiring some terrific keynote speakers that bring everything to light.

For a novice conference attendee, first I would suggest that you make a point of attending every minute of the conference. It was probably more than 10 years before I knew as much as some of the breakout speakers; and I never missed a single session during all of that time. Even now, after 15-plus years, it seems there is something in each session to help me grow professionally, as well as personally.

Most importantly, I think a new attendee should try to get to know as many attendees as possible. Don't sit with the people you came with; you can always talk to them. Use the opportunity to mix and mingle at every luncheon, dinner, session, and social event. Seize each moment and you will bring back with you more information and more enthusiasm than you ever thought was mentally and physically possible.

ESM: Who introduced you to NESRA?

Robbins: A gentleman working for USAA and serving on the NESRA Board introduced me to NESRA, back in 1983. We didn't have a chapter in San Antonio back then. He contacted our company because, previously, we were a member of NIRA (the original name of NESRA). One steering committee meeting sold me on the idea that San Antonio needed a local chapter. Along with about five other people, we started the San Antonio NESRA chapter and I have been involved in the chapter ever since. I have grown and learned tremendously through our chapter. I still serve on the local Board and attend 95 percent of the meetings, because we have great educational speakers. Now I strive to

educate incoming members on the value of being a NESRA member.

ESM: What perception do you think corporations have concerning employee services and recreation? Does this image need to be changed? If so, in what way?



Robbins (right) helps out at the Southwest Research Institute employee store.

Robbins: I think corporations know there is a need for employee services. In the future, I see companies going beyond the Employee Services Umbrella to create departments that also address such things as medical benefits, retirement, training, relocation, cafeteria, tuition reimbursement, medical clinics, and more. Most companies offer at least some of the Employee Services Umbrella components and additional employee benefits I mentioned, however, they are dispersed among several different departments, thereby diluting the effect and money that is spent by the employer on their employees.

ESM: How can employee services providers solidify their department's position within their companies?

Robbins: They can put together graphs and data showing that employee services would bring more value to the company and its employees at no additional costs to the company. Employers are spending millions of dollars on



Robbins and her husband George celebrate the theme at the Annual Western Dance, sponsored by SwRI's employee club, the Research Recreation Association.

employee benefits and services, yet the perceived value to the employee is less because all of these benefits and services are not consolidated. If we show how valuable it is to consolidate them, there will be more of a reason for a full-time employee services manager to oversee all of these components.

ESM: *What do you see different in employee services from when you started in the field?*

Robbins: I started working with employee services at SwRI in 1982. Then, employee services included a discount ticket program, picnic, a few other social functions, and involvement in intramural and city sports leagues. Now employee services covers a vast array of employees' needs and those of their families. We are still including the core of discounts, picnics, social functions, and sports leagues, but we offer much more. Today, it's crucial that employee services providers keep up on current trends and maintain a pulse on employees' changing needs. Employee services can no longer be just recreation and discount programs.

ESM: *How do you continue to come up with new ideas for programs?*

Robbins: I continue to come up with new ideas for our employees by staying closely plugged in to my NESRA peers. Local members are helpful

and I tap into national peers that come from companies similar in size to mine. I've used NESRA's *Peer Network Directory* hundreds of times. It gives me direction when I don't know who to go to for information. I have always received a professional and positive response any time I have called fellow NESRA members, regardless of whether or not I've previously met them. I am very fortunate to be a part of such a terrific group of individuals. Also, at least one new program is launched each year from information I've obtained from NESRA's Annual Conference and Exhibit.

ESM: *NESRA is in its second year of offering NESRA Select. What impact do you think this membership category can have on the employee services profession?*

Robbins: NESRA Select will appeal to members who want to do more benchmarking and research in the employee services field. For providers who are career oriented, NESRA Select is going to give them the tools to grow professionally. It's not going to be for everybody. The easiest way for me to explain the benefits of NESRA Select is to compare it to the NESRA Store Section. Many members have stores in their companies, however, for some the store is just one component of their overall program and one staff person is designated to managing the store. But, if you are an employee store manager, you would definitely want to benefit from everything the NESRA Employee Store Section offers. NESRA Select is the same way. NESRA already offers you everything you need to run a program consisting of the 10 components of the Employee Services Umbrella. However, if you need to perform intense benchmarking and you want to contribute substantially to the professionalism of employee services, NESRA Select is for you. This membership will be a definite advantage to the growth of your programs and in keeping you professionally knowledgeable on employee services' growth and demands.

Employee Services Can No

Longer Be Just Recreation And Discount Programs

ESM: *What direction do you see your program taking in the next five years?*

Robbins: We have a new president at SwRI, and although our previous long-time president, Martin Goland, was a true believer in employee services (he was named NESRA Employer of the Year in 1983), our new president, Dan Bates, has been a long-time employee at SwRI and is even more committed to the employees' well-being. In his short tenure as president, he has been very supportive of the employee association. He makes a point to attend every employee function. Mr. Bates made a huge corporate investment this year by helping make our picnic the biggest and best it has been in the history of the company. I see new and positive things happening for the employees since Mr. Bates took over the presidency.

Presently, the employee club is putting together a proposal for Phase III of our fitness center. This includes a full-sized gym with meeting rooms and a stage for our theater club. Although this project would be a beneficial addition to our employee activities and services, it is also quite an expenditure. While I feel certain that management supports this effort, the expense of such a project makes it a challenge.

ESM: *Tapping into your communications and public relations background, what do you think NESRA needs to do to enhance its image?*

Robbins: NESRA made a step in this direction with our exhibit booth at NESRA's 57th Annual Conference and Exhibit in Orlando last year. NESRA staff and board members staffed a large booth in the center of the exhibit hall that showcased all the helpful services that NESRA offers to help members do their jobs professionally. I think we need to attend a few conferences in related fields with a somewhat smaller booth, to tell potential members how NESRA can help them deliver quality employee services programs. NESRA needs to be seen as a professional organization representing employee services

managers. It is also the responsibility of each member to portray this image.

ESM: *Through the years, what challenges have you been faced with and how have you overcome them?*

Robbins: This is a tough question for a wife, mother of two, and full-time professional employee, but the challenge that most quickly comes to mind was spending the last few years getting my Bachelor of Arts in Management. Because I am a very energetic person who works well under stress, I never realized how great a challenge it was until all of my friends and family commended me for my accomplishment. My husband, George, and my children, Justin, 13 and Jennifer, 12, are very proud of my accomplishment.

It was a long, slow process because my children are involved in so many extracurricular activities and my job requires me to do some traveling (outside of NESRA). I had to skip semesters here and there so I could be a part of



Robbins poses with her children, Justin and Jennifer, at the SwRI Annual Children's Christmas Party.

important activities in my children's lives. When I finally walked across the stage, I was in tears. It was then that I realized all of the sacrifices that my family and I had to make to get me there. Now, six months later, I realize how difficult a task it was, but it was all worth it. I have set an example for my kids to follow and they realize how important a college education is to achieving your goals in life. I am certain that the importance of completing a degree directly out of high school is now very clear to them.

ESM: *NESRA's Employee Services Umbrella is a great tool to define employee services. How can its concept enhance the employee services field?*

Robbins: The Employee Services Umbrella helps members to focus on the aspects of our role in employee services. It gives us a good starting point and a sense of direction. If we are

not offering all the services that the umbrella represents, we need to be searching for ideas on how to grasp these components. The NESRA Board and Strategic Planning Committee spent a great deal of time researching the ideas that go behind this umbrella. We need to refer to it often to make sure that our employees and employers are getting a good employee services package.

ESM: *How can employee services providers deliver value to their company?*

Robbins: They should take a look at what programs are valuable to their employees and determine what employees will be looking for 3-5 years in the future. Then, employee services managers need to research what services competitors are offering their employees. They need to show management that competitors may have the upper hand in attracting and retaining the best candidates. Employee services managers can



Robbins (far right) chaired the Conference Committee that hosted NESRA's 53rd Annual Conference and Exhibit in San Antonio, TX in 1994.

then show management how their programs help employees balance work and family and help employees save money. NESRA members should determine what's important to their top managers and then present the value of their programs in a way that appeals to management's priorities.

ESM: How do you balance work and family?

Robbins: To balance work and family is tough, and there's probably no one that will tell you different. Since I do some traveling, I try to include my family by taking them with me to interesting destinations. My children have done more things and seen more of the world than most kids their age (and even many adults) because of my commitment to them. When I am not at work, I am doing something with them. My daughter and I have special times together when we shop, and my son and I scuba dive together. George and I also take the kids to compete in youth rodeo events in surrounding towns. It's a great family activity. My family realizes how important they are to me, so when I'm off on a trip that doesn't include them, or have to work late, they are more understanding.

When I plan special events for work, I often give them jobs to do at the function; and that makes them feel like important contributors in the success of the event. Although my children are young, their contributions at these events help me tremendously, because they are both very responsible. My family made the final decision for me to run for NESRA President. They love NESRA and all the members with whom they have had an opportunity to meet.

ESM: What has contributed to your personal happiness?

Robbins: My children have probably contributed the most to my happiness. I love doing things with them and getting involved with their activities and friends. Together we can go to a theme park to ride the scariest rides, turn the radio up loud and sing and laugh, or go dancing. It is important to me to be their friend in addition to being their mother. Children have a great perspective on things that we as adults often overlook. I've learned a lot from my children.

ESM: How do you relieve stress?


Robbins: When I feel the stress go sky high in my office, I take time out to laugh with my staff. It works every time, and within a few minutes we are all focused again and back to enjoying our jobs.

It Is Important To Spread The Word About What A Valuable Tool NESRA Is To The Success Of The Employee Services Profession And To Corporate America

I also enjoy being with my friends. When a friend needs me, I am always there. Concentrating on helping others makes me forget the stress I'm under. On the other hand, when I have a problem or I am under a great deal of stress, I can lean on them too. I think that friends are one of the most precious commodities on earth.

ESM: What goals do you have for yourself?

Robbins: I would like to make a difference in people's lives, so my goal is to one day become a professional speaker. I spent the last 24 years in the employee services field and think I could make an impact educating others on employees' needs and wants. I have also spent 20 years in the trade show business, so my knowledge on how to run an effective and successful trade show is plentiful. I've delivered presentations at many of the NESRA chapter meetings, as well as at NESRA's Annual Conference. For SwRI, I went to another research facility in Alabama and facilitated a two-day workshop for their vice presidents, explaining how to put together a successful trade show program. Speaking to these people and seeing how I have helped them gives me a great deal of self-satisfaction and tremendous energy.

My goal 10 years ago was to become president of NESRA. I have now met that goal and I am excited about the contributions that I can make towards helping NESRA become a bigger and better professional organization. It is important to spread the word about what a valuable tool NESRA is to the success of the employee services profession and to corporate America. 

Deskercise.



Preventing Hand and Wrist Strain

This is the final part of a three-part series on how to prevent strain of the commonly overused areas of your body. The following exercises can be performed at work. This month's topic is preventing HAND AND WRIST STRAIN.

By Viveca Jonsson

Carpal tunnel syndrome has long been the occupational hazard of tailors, violinists, carpenters and accountants. Recently, however, this syndrome has received attention as an important job-related health problem, since automation and technology places more employees in jobs that require repetitive work with the hands.

Carpal tunnel syndrome is a cumulative trauma disorder of the wrists and hands that can affect anyone who performs repetitive wrist movements, such as working on a computer, playing piano, packaging meat or working at a grocery store check-out register. It can also occur in jobs that require the hands to be elevated or subjected to strong vibrations for prolonged periods of time. In some cases this syndrome, or set of symptoms, is caused by a one-time injury to the wrist.

The carpal tunnel is located in the wrist and houses the tendons that bend the fingers as well as the median nerve, which controls the thumb and first three fingers. If the available space within this tunnel becomes reduced, the median nerve will become compressed, hampering circulation. This can cause weakness in the small muscles of the hands that are enervated by the median nerve, and if left untreated, can result in total loss of the hands' use. Any structural damage or inflammation of the structures within the carpal tunnel can cause pressure on the median nerve. In most cases the cause is known, but in some cases it cannot be determined.

The symptoms of carpal tunnel syndrome are both sensory and motor:

- Tingling, numbness or discomfort in the fingers controlled by the median nerve
- Pain or distressing tingling in one or both hands, predominantly at night
- A feeling of clumsiness in carrying out fine movements, such as buttoning a shirt
- Difficulty in getting a good grip
- In advanced cases, a blunting of sensation in the area unnerved by the median nerve

Because the reasons for wrist and hand pain are many, be sure to consult your physician if you

suspect that you are suffering from carpal tunnel syndrome. Unlike many other "repetitive-strain" injuries, carpal tunnel syndrome can be easily diagnosed through a nerve conduction test and by excluding all other causes of neurological disturbances of the hand.

As with any cumulative overuse injury, the best "treatment" for carpal tunnel syndrome is prevention. Use these techniques to keep your hands working and to prevent wrist strain or carpal tunnel syndrome:

- Keep your wrists as straight as possible at all times. It is especially important that your wrists are not extended (fingers above the wrist), since this position increases the pressure inside the carpal tunnel threefold in comparison to when the wrist is flat. Avoid any outward deviation of the hands from the wrist, since this also increases the pressure in the carpal tunnel. Instead, use larger shoulder movements to move the hands over the keyboard or your task.
- Keep your hands warm to promote circulation and mix tasks throughout the day as much as possible.
- Avoid working with your hands above your heart for extended periods of time. Stand on a step or platform to position your body above or level with your task. If this is not possible, bring your arms down, at regular intervals, to allow blood to return to your hands.
- Make sure that your table or keyboard has rounded edges, so external forces are not compressing the carpal tunnel. Try preventive devices, such as carpal rests, table pads or lower arm supports, designed to help keep pressure off the carpal tunnel and promote proper wrist alignment.
- Last but not least, be alert to any signs of overuse on any of the structures in your wrists and treat any inflammations or injuries promptly, before your problem becomes chronic.



Viveca Jonsson is the president and CEO of VIVECORP INC., Seattle, WA, which specializes in providing corporations of all sizes with fitness and health promotion programs. For more information call (425) 430-2454.

Promoting A “Mommy Friendly” Culture

By Michael Scott

What do Citicorp, Glaxo Wellcome, NationsBank Corp., Merck and Company, Merrill Lynch, Johnson and Johnson, Eli Lilly, Ernst and Young and 93 other companies have in common? They have all been recognized recently by *Working Mother* magazine as being among the 100 best companies for working mothers in the U.S.

Promoting a “mommy-friendly” company culture may be one of your most effective recruitment and retention strategies in today’s tight labor market. With the number of women in the work force continuing to grow, there is an increasing realization in the business world that addressing these needs is a worthwhile investment.

There is an old saying that “a journey of a thousand miles begins with a single step.” One of the most important steps you can embark on is the process of recognizing where your organization stands, relative to this growing trend. In fact, take a moment right now and respond to the questions below regarding your organization’s practices towards working mothers. Rate each question on a scale of 1-5, with 5 being high and 1 being low.

_____ Our organization is an attractive place for women to seek employment because of our reputation for being an “employer of choice” for working mothers.

_____ Flex-time and telecommuting options are available to working mothers within our organization.

_____ Mothers on maternity leave feel supported during their time off, as well as during their transition back to the workplace.

_____ We have attracted employees from competitor organizations because of our superior policies towards working mothers.

_____ We regularly publicize our commitment to working mothers to our employees, external customers and to the community.

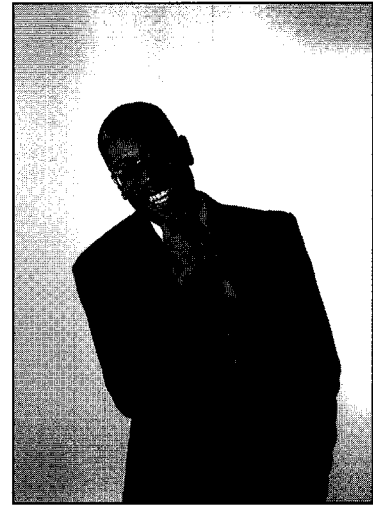
_____ Employee services plays an active role in developing programs, publicizing services and celebrating the special accomplishments of working mothers.

Add up your points. If you plan to be a mommy-friendly company, your score should be between 24 and 30. Strive for a score of four or five in each category.

These are excellent questions for establishing a baseline for your future initiatives. However, they only represent a single step. Your assignment now, if you choose to accept it, is determining the role that employee services plays in promoting a “mommy-friendly” culture. To assist with this next step, below you will discover four areas of opportunity to jumpstart your thinking in this area.

I. Educate Your Management Staff

Your management team needs to be continually educated as to how to respond to the pressing issues and concerns of working mothers. By educating them, you will find that they will often become your most enthusiastic advocates for the type of “mother-friendly” climate you’re seeking to promote.



Michael Scott is a regular columnist for Employee Services Management and has been a frequent speaker at the NESRA Annual Conferences as well as for various chapters nationally. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.

One way to promote your company as "parent-friendly" is to find avenues to deliver helpful tips to parents. Here's an example of an article you may want to include in a parenting seminar hand-out.

Encouragement: Essential to the Parent-Child Relationship

"Like a plant needs sunshine and water, children need encouragement."

These words were spoken often by Viennese psychiatrist Dr. Rudolf Dreikurs, when he counseled parents in their visits to the family education centers he established throughout the world during the mid-20th century.

At the base of the word 'encouragement' is the word 'courage.' Stimulating courage, reducing feelings of inferiority and implying faith in others, all represent ways of being encouraging.

Dr. Dreikurs believed that every discouraged child had a parent who was discouraged in some area of his/her own life. When a parent becomes discouraged, s/he often has fewer words of encouragement to offer the child. Both parent and child can become swept up in a vicious cycle of negative expectations, decreasing the level of goodwill and mutual respect in their relationship.

To restore mutual respect in parent-child relations, parents can commit themselves to catching a child in the act of doing something well. Here are some tips on how to apply the process of encouragement to the relationship you have with your child:

- To encourage your child, it is often helpful to understand the particular challenges of life that he lacks the courage to face.
- Encouragement and discouragement are both contagious.
- Each of us is ultimately responsible for the outlook we select, that is, whether or not we approach problems with perceptions of confidence. However, we are all able to influence each other to become

more or less encouraged.

- Praise serves to "elevate" a person's self-esteem, promoting an upward climb to be above others. Encouragement serves to stabilize and "ground" a person's self-esteem on a horizontal plane, moving further along in making contributions to the community as a whole.
- Implying genuine faith in someone's ability to solve problems or make decisions can be very encouraging.
- Letting someone know how she has made a contribution, that is, "When you listened to me the other day, it really gave me a chance to hear myself . . . thanks," often can be very encouraging as well.
- Humor, when used appropriately to laugh with (not at) someone, can encourage the individual to put things in perspective. Humor, when used to avoid opening up the issue, usually is not encouraging.

Helping people to realize that they are worthwhile, not because of their status in relation to others, but because they are human beings whose participation in "social living" enriches the lives of others, can be one of the most encouraging things a parent can do.

To encourage others, we need first, to encourage ourselves. It is not until we consider the interests of others that we become truly encouraged!

This excerpt is taken from The Parent as Cheerleader, a practical and humorous book of essays on parenting by Rob Guttenberg, M.A. Counseling Psychology. Guttenberg also presents human relations training for managers. To learn more about human relations or to order a copy of his book, call Guttenberg at (301) 229-1347 or e-mail him at robjob@juno.com.



2. Maximize Your Internal Communications Efforts

In a recent survey, the New York-based Work and Family Institute discovered that 40 percent of human resources representatives did not make any “real ongoing” effort to tell employees about available work/life programs. Your employees will often become your best promoters by the virtuous pride associated with your organization’s “mother-friendly” tag. So, you have to talk it up. Maybe your promotion will involve sharing testimonials about

successful motherhood in your employee newsletter. Or here’s a keeper: carve out time in your new employee orientation to focus on your commitment to working mothers. Here’s another! Have a motherhood week of events, educational programs and resources to let your moms know that you’re there for them and committed to their needs.

3. Toot Your Own Horn To The Community

While there are tremendous public relations opportunities to be gained as a result of being recognized by *Working Mother*, *Working Women* or *Fortune* magazines, there are numerous ways to promote why your organization is a special one for mothers. Utilizing press releases to generate radio, television and newspaper coverage can pay back huge rewards in your promotional efforts.

4. Make Sure Your Programs Are Top Notch

Initiatives that are thrown together for the sake of getting your company recognized as being “mommy friendly,” ultimately, will self-destruct and do more harm than good. Investing time, money and resources into promoting sub-par programs is foolish.

Your assignment now, if you choose to accept it, is determining the role that employee services plays in promoting a “mommy-friendly” culture.

Take the initiative as an employee services professional to ensure that your programs for working mothers are worth bragging about!



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We place the emphasis on the well-being of
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rather than on "caring" for the elder.

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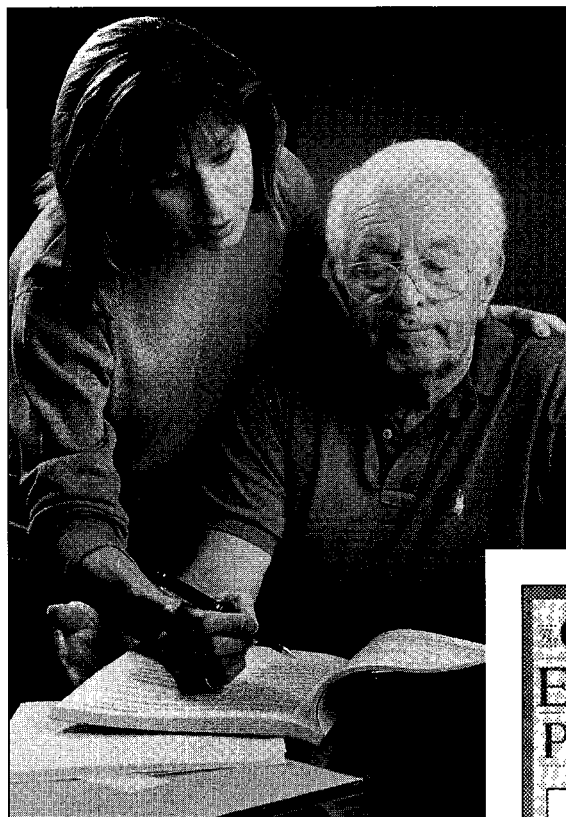
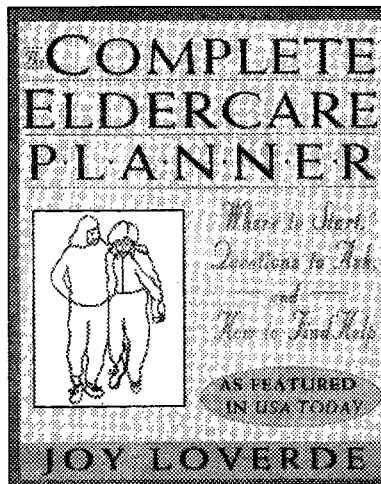
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20 - 49	20 %	11.16
50 - 99	30 %	9.76
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Shipping & Handling: \$2 for each
book. Customer pays all shipping. Allow
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Terms: Books are nonreturnable.
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one location only. **Personalized
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employees as
the eldercare
resource.
The Planner
includes these
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- Housing
- Caregiving Questions to Ask
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- Health & Wellness
- Managing Medications
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RECIPE

For Display Ads That Sell

By Phillip M. Perry

What are the secret ingredients for a print display ad that attracts customers and boosts sales, instead of just eroding your bottom line?

Start with a fresh message. Add a dash of visual flair. Mix in a spicy headline. Bring it all to a boil and you've got the recipe for a display ad with people-pulling power. Easier said than done, of course. You need more than a simple formula to cook up a successful ad. Indeed, some tough questions are in order. Just what message should your ad communicate? How should you design the visual? And what should you say in the headline?

I posed those questions to seven master advertising chefs from around the country. In this article, they share their secrets on preparing display ads that fatten a store's bottom line. With an eye toward improving your own display advertising, let's see what they have to say.

Communicate A Simple Message

Resist the temptation to say too much in one ad. While you naturally want to mention all the great things about your store, you'll just muddy the waters. You need to pick the one message that attracts the most customers.

"Boil down your customer benefit to one sentence," says Donn Resnick, president, D. H. Resnick Advertising, Scottsdale, AZ. "What is good about your store? What is different? What is the benefit to customers?"

It takes discipline to do this well. "Many retailers start from the idea that they are placing an expensive ad, and they have a limited budget, so therefore they try to put everything into it," says Tim Siedell, creative director, Ayres Advertising and Marketing, Lincoln, NE.

"That's never a good idea. People just can't remember it all." There is a very real danger that they will remember nothing about your ad. The solution is to bite the bullet and nail down one message.


"Hand the public one idea that it can hold onto," says Siedell. "Sit down and decide—what is the one thing I want people to come away with? A sale? A new line of merchandise? Focus on that."

Describe Benefits, Not Features

"People don't buy electric drills, they buy holes," quips Siedell. "You need to translate your store's best features into customer-related benefits. Remember that you are communicating to someone who has a point of view. Think from the point of view of the person who is buying."

Here are some examples of translating features into benefits. Change "the city's most knowledgeable employees" to "a staff that answers your questions." Instead of "the lowest prices in town" try "prices that will reduce your household budget." And, "the broadest selection available" carries more punch as "choices that let you pick the items you need."

At Friendship Services,
It's Always Our Turn To Walk
The Dog



Are endless chores at home consuming your life? Friendship Services is giving you permission to GO OUT AND HAVE FUN! Let us do your dirty work. We offer several personal services at affordable prices, including dog walking, dry cleaning, errand running, car pools, car washing and much more. Personal services are not just for the wealthy. Call Friendship Services today, and start enjoying life!

Friendship Services
Enjoy Life!

Call (555) 569-1295 today and ask for Sandy.

*Highlight benefits, not features. Here, the advertiser stresses service that will make the customer's life easier—not details of the advertiser's expertise.**

Differentiate Your Store From The Competition

"If you can't show how your store is different from others, you might as well quit fighting your competition and sell out to them," says Madison, WI-based advertising consultant Sarah White, author of *Do-It-Yourself Advertising*. To isolate your unique advantage, White suggests you consider the wants and needs of your best customer. Then, let your ad describe how your store matches those needs better than the competition. To stimulate ideas, consider your own reactions as you review the ads of your competitors. What do you offer that they do not? That's the point you have to drive home in your ads.

Another approach is to survey your customers on what they like most about your store compared to your competition. Then, design ads that reinforce these ideas. You may find that they feel

your salespeople are knowledgeable, your merchandise is of better quality or your prices are consistently lower. These are valuable insights. Once you know what is really drawing your customers away from the competition, emphasize those points in your ads.

This approach reinforces a key point: not all

sales are equal. The better ones lead to additional sales down the road. Avoid trying to make every possible sale. "You can't be all things to all people, but you can be the store of choice for some of them," says White.

Attract The Eye With Graphics

When it comes to ads that work, the eyes know it first.

"It's all in the picture," says Resnick. "Studies show that people look at the graphic first; then

they look at the headline; and then they look for the logo to see who has done the ad."

In your best ads, people get part of your message from the picture, and the rest of the message from the headline. Next, they look for your logo and store name to see where they can enjoy this great benefit.

"To me the best ads are the ones where you have an interesting visual, and then the headline sends the visual into another direction," says Siedell.

Here's an example. Suppose your message is that your store has the lowest prices in town. Your graphic consists of three words in a huge typeface: "WE ARE CHEAP." Your headline is "Lower your household budget by shopping where you get the lowest prices in town." At the bottom of the ad is your store logo and/or name.

"There's no magic formula to this," says Resnick. "It's all intrinsic to your strategy and dependent on your creative ability."

Use a Snappy Headline

Since the headline is the second element the reader sees, it should reinforce the graphic. "The fastest way to communicate your central selling idea is with a headline that follows the visual," says Dick Briner, executive creative director, Creative Alliance, Louisville, KY. "If people have to read the body copy to understand the message of your ad, you have failed."

Suppose your message is that your store has the biggest selection of brands. Your graphic can be a cascade of logos in large type. Your headline: "Pick the one that meets your needs."

Have One Dominant Element

One graphic element must dominate the ad. Maybe it's the visual, or the headline. Avoid equal-sized visuals, headlines and body copy, because the reader's eye will not know where to go.

"Make sure you have a dominant element, which is the first thing people see in the ad, and that it tells people your primary benefit," says Don Benton, president, The Benton Group, Vancouver, WA. "You don't want people to see the name of your business first," he adds.

Suppose your message is that you have the most knowledgeable employees. Maybe you can show a photograph of an employee helping a customer with some merchandise or service. Or, your message may be a one-day-only "Midnight Madness Sale." You can show a cartoon of a "Mad Hatter" with a clock showing midnight.

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RIVERVIEW • SOUTHPART • WELL

*Include white space. This advertiser has a lot to say, but avoided the temptation to fill up the box with wall-to-wall words. Note the white space around the main photo.**

Include Color Or White Space

Just as salt makes a recipe come alive, color or white space can add spice to your display ad recipe.

"Color is a big plus factor," says John Bonney, president, Huntington Advertising, Lisle, IL. "It's been proven that a four-color ad gets nine times the readability of a black-and-white one."

Color is expensive, of course, so you may want to opt for a two-color production. "Every color you add helps increase the attraction of your ad," says Bonney.

If you don't want to invest in color, opt for white space instead. It's the least expensive way to add a "second color" to a print page that is overwhelmingly gray in color. White space commands attention.

And don't be afraid that the white space is going to waste because you are not promoting your benefits in that area. You want people to pay attention to your ad and get the key point.

"People aren't interested in long copy," says Bonney. "It blends too much with the editorial sections, and it takes away from the message you are trying to deliver."

You can balance the white space by surrounding it with a heavy border. "Make sure you use a solid, thick, quarter-inch to half-inch, black border around your ad," says Benton. "It will literally separate you from other advertisers. Readers cannot turn the page in the paper without such an ad catching their eyes."

Select A Typeface For The Message

If you look through a selection of print ads and pick out the ones that stimulate you to take action, you will most likely find that the advertisers have used headline typefaces appropriately. For each of your own display ads, select a typeface that reinforces your message.

If your message is one of discounted prices, pick a "stencil" typeface that communicates a wholesale price look. If you are emphasizing elegance, then a tasteful typeface, such as Coronet, is appropriate. Planning a family fun day? Try a playful typeface such as Comic or Kids.


Note that these suggestions are for the headline, not for the body text. Indeed, avoid the junky look that will result when two typefaces clash. If you have an arresting headline typeface, use a plain typeface for your body copy. A good selection is Helvetica.

End With An Action Tagline

What do you expect the customer to do once they see your ad? State this in your tagline, which echoes the sale you are making with your ad.

"A good tagline reinforces the buying decision that readers presumably have made," says Briner. Some of these taglines have become well known nationwide. Examples are "Come see the softer side of Sears," and for Radio Shack, "You have questions, we have answers."

Here are some ideas for taglines. For a discount image: "Come to where the savings are." For knowledgeable employees: "Answers for your toughest questions." For a staff that works together to solve customers' problems: "Let our team solve your problems."

Follow the recipe outlined in this article for display ads that will draw customers to your store like hungry diners to a feast. "The only reason to invest your hard-earned money in advertising is to increase sales and profits," says Steve Holsborg, president, Westlake Advertising, Laguna Hills, CA. "In print media this is accomplished by the perfect balance of graphics, layout and design, all reinforcing the heart of the ad: the advertising message." 

Phillip M. Perry is a New York City-based business writer and a nationally-syndicated columnist. He can be reached at (212) 274-8694, FAX (212) 226-5580 or e-mail him at phil@pmperry.com.

**All ads on these pages are fictional.*

**"People Aren't
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Long Copy . . .
It Takes Away
From The
Message You
Are Trying To
Deliver"**

BUYER'S GUIDE UPDATE

Here's a listing of new National Associate Members. Keep these updates with your complete Buyer's Guide, published in the July, 1998 issue of ESM.

The Castle Double Tree Hotel

8629 International Dr.
Orlando, FL 32819
(407) 966-3113
(407) 248-8181 FAX
Contact: Susan Kegel

The 216-room Double Tree Castle Hotel is an upscale, themed hotel with all the ambiance of a summer palace. Guests are greeted by towering spires, rooftop terraces, dancing fountains and brilliant sculptures. Our mystically landscaped grounds, with a grand swimming pool, pool bar, hot tub, two themed restaurants, gift shop and game room, create the feeling of a majestic castle courtyard. Ask for the Royal Passport rate.

Mirage Hotel

P.O. Box 7777
Las Vegas, NV 89177-0777
(702) 791-7171
(702) 792-7669 FAX
E-Mail: ttazbaz@themirage.com
Contact: Tara Tazbaz

The Mirage Resort is set amidst towering waterfalls and sparkling lagoons. Our erupting volcano, 20,000 gallon aquarium, white tiger habitat and the Secret Garden of Siegfried and Roy are entertaining attractions for all. Our guest rooms and suites are finely appointed and carefully detailed to the highest standards in comfort and luxury. The Mirage Resort is an all-season, entertainment, recreation facility, resort, convention center, downtown hotel, with a "make-it-happen" service attitude.

Freestyle Sports Marketing

393 S. Harlan, Ste. 120
Lakewood, CO 80228
(800) 525-SNOW (7669)
(303) 936-6375 FAX
E-Mail: worldski@aol.com
Contact: David Cook

Do you enjoy skiing? Become a member of the World Ski Association and receive discounts on lift tickets, lodging, ski shops and more. Members receive a 250-page directory of benefits and a membership discount card. NESRA members will receive \$5 off the retail price of \$19.95. Call the 800 number to order.


Niagara Parks—Attractions & Restaurants

Box 150
7400 Portage Rd.
Niagara Falls, Ontario, Canada L2E6T2
(800) 263-2558
(905) 356-8448 FAX
E-Mail: grpsls@niagaraparks.com
Contact: Betsy Foster

Niagara Parks in Niagara Falls, Ontario, Canada offers NESRA members the Explorer's Passport Plus—a sightseeing package that includes admission to the Spanish Aero Car, Great Gorge Adventure, Journey Behind the Falls, and a one-day pass for our hop-on, hop-off shuttle bus. NESRA members receive a 10 percent discount.

Western Trading

650 5th Ave.
New York, NY 10019
(212) 373-6278
(212) 373-9553 FAX
E-Mail: BLevitan@WIMC.com
Contact: Robert Levitan

Western Trading is a barter company offering a broad spectrum of products from consumer electronics to clothing to vehicles. Our inventory changes rapidly, so call today to learn about our most current merchandise offerings. 

Update your '98 NESRA Buyer's Guide by noting these changes:

◆ **Choice Hotels, Int'l.** (Hotels) change of phone number: (301) 592-5134, change of fax: (301) 592-6192.

◆ **The Parker Management Group** (Merchandise) change of address, phone number and fax: 465 Washington Ave., Ste. 1, Cliffside Park, NJ 07010-1814, (201) 943-9691, (201) 943-9293 FAX.

◆ **Richard Petty Driving Experience** (Family) change of contact: Tonya Burrell, change of phone number: (407) 939-0130.

◆ **Right 4 You, Inc.** (Awards) change of business name, address, phone and fax: Biopure Int'l., 779 Alness St., Toronto, Ontario, Canada M3J 2H8, (416) 736-3650, (416) 736-3657 FAX.

NESRA's Board Focuses on Growing the Employee Services Profession

NESRA's Board of Directors gathered to discuss key issues November 12-14, 1998 in New Orleans, LA. Summaries of committee projects and motions approved follow.

The Associate Relations Committee, chaired by **Tom Kearns**, Selling Edge, Inc., requested that the board issue a policy regarding children's attendance in the Exhibit Hall. The board approved a motion that stated that the last day of the Exhibit Hall will be Family Day. Only on this day will children under the age of 18 be allowed to enter the hall when accompanied by an adult.

The Awards Committee, chaired by **John Rath**, CESRA, Frito Lay, Inc., presented suggestions for the 1999 Awards Program. The company size categories have been removed from the Innovative Program Award and Employee Store Award. The awards program guidelines will require Eastwood Award participants to address all 10 components of the Employee Services Umbrella.

Certification Committee Chair **Mickey Alderman**, CESRA, City of Clawson, reported progress on reviewing the formats of the certification exams.

The Chapter Relations Committee, led by **Cindy Jameson**, CESRA, Time Warner Communications, is working on a mentoring program between chapters. Chapters will be paired together for additional learning and resources opportunities.

Roger Lancaster, CESRA, USDA Employee Services & Recreation Association, and the Employee Store Committee reported that the committee is assessing the services provided to employee store managers. The Board approved Lancaster's proposed new Employee Store Membership fee structure, which will allow NESRA to reach more store managers and mail directly to each one, so managers can individually receive our services.

The Finance Committee, chaired by **Roger Lancaster**, CESRA, requested that the Board approve the Proposed 1999 Budget. The Board did so.

The Fitness Health Committee, chaired by **David Dale**, CESRA, Ashland Inc., recommends that NESRA link health-related associations to the NESRA website, www.nesra.org. The committee will organize a fitness activity during the body of the conference schedule, rather than in the early morning hours.

The Membership Committee, chaired by **Gloria Roque**, RVESRA, ABC, Inc., developed a task force to attract both general and chapter members. The committee will implement a membership drive to target large companies with several locations to entice employee services providers from each location to join. The committee reports that we currently have 31 NESRA Select Members.

The Nominating Committee, led by **Beverly Weiss**, CESRA, Zieger Health Care Corporation, requested that the following appointments be accepted: **Roger Lancaster**, CESRA, as 1999 President-Elect and **Bud Fishback**, CESRA, **Mary Lou Panzano**, RVESRA, and **Denise Staudt**, CESRA, as 1999 Directors at Large.

The Policy Committee, chaired by **Brenda Robbins**, CESRA, Southwest Research Institute, reviewed NESRA's bylaws and presented updates that reflect NESRA's current operations. The Board approved these updates. The Board also approved a

Calendar

February 1, 1999—

Deadline to volunteer to serve on a committee.

February 4-6, 1999—

Winter Board of Directors Meeting and NESRA Foundation Trustees Meeting, Rio Suite Hotel & Casino, Las Vegas, NV.

February 22, 1999—

deadline to submit Awards of Excellence and Chapter Merit Award entries.

April 25-29, 1999—

NESRA's 58th Annual Conference & Exhibit, Rio Suite Hotel and Casino, Las Vegas, NV. Turn to page 15 to register.

September 23-26, 1999—

NESRA Northeast Region Conference & Exhibit, Williamsburg, VA. For more information, contact Joanie Heavey at (202) 673-4974 or Quintin Cary, CESRA, at (703) 697-3816.

October 14-16, 1999—

NESRA Southeast Region Conference & Exhibit, Sheraton Augusta, Augusta, GA. For more information, contact John Felak, CESRA, at (803) 642-0314.

Continued on page 34

NESRA's Board *(Continued from page 33)*

motion that allows committee chairs to recruit volunteers for their committees in addition to NESRA inviting members to sign up for committees.

The Public Relations committee, chaired by **Mary Lou Panzano, RVESRA**, Prudential, reviewed scheduled public relations campaigns to change the tagline for NESRA and update the existing NESRA video.

The Research Committee, chaired by **Pam Tessitore, CESRA**, M & I Thunderbird Bank, is reviewing a proposal from Joe Bannon, Ph.D., Sagamore Publishing, to produce a textbook for college business students.

The Strategic Planning Committee, chaired by **Bud Fishback, CESRA**, The Boeing Company, reported the results of focus groups conducted across the country assessing the key responsibilities of NESRA members, perceived value of NESRA services, involvement in work/life issues and the need for NESRA to change its name. Fishback presented a motion, later approved, that authorizes the NESRA staff to produce the materials and continue development of a work/life seminar.

Technology Committee Chair **Roger Lancaster, CESRA**, is preparing a skeleton chapter website for development use. Lancaster recommends that chapters develop sites as soon as possible, even if the sites are basic.

Other action items:

- **Phil Hall, CESRA**, Compaq Computers Corp., led a discussion on changing a component of the Employee Services Umbrella from United Way to Employee Giving Programs. A motion to this effect was presented and approved.

Volunteer for a Committee

Enhance your involvement in NESRA and the employee services profession, by volunteering for one of the 1999 National Committees. The committee topics are as follows:

Associate Relations	Fitness & Health
Awards	Membership
Certification	Public Relations
Chapter Relations	Research
Employee Store	Technology

If you would like to serve on a committee, or if you would like a list of committee descriptions faxed to you, contact NESRA Headquarters at (630) 368-1280. The deadline to volunteer is February 1, 1999.

NESRA 1999 Board of Directors

President: Brenda Robbins, CESRA

Bud Fishback, CESRA
Gloria Roque, RVESRA
Denise Staudt, CESRA

President-Elect: Roger Lancaster, CESRA

National Directors:

Immediate Past

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President: Phil Hall, CESRA

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John Rath, CESRA

Directors at Large:

Pam Tessitore, CESRA

Mary Lou Panzano, RVESRA

Associate Member Rep.:

David Dale, CESRA

Craig Batten

Region Reports

The Northeast Region held a meeting and a Professional Development Day on October 15 that included a presentation from NESRA Eastern Field Office Manager **Dave Bell**. As a result of the meeting, the council recommends more information be distributed about NESRA Select. The region representatives recommend the certification booklets be updated and that there be an "inactive" status for certified members who are temporarily out of the field.

The Southeast Region held its 28th Annual Golf Tournament November 20-22 at Jekyll Island, GA. The Council is planning the Southeast Region Conference & Exhibit for October 14-16, 1999 at the Sheraton Augusta, Augusta, GA. NESRA Select is well-received and the group will be focusing on succession planning.

The Midwest Region will meet annually at NESRA's Conference. Throughout the year, quarterly mailings will include newsletters, flyers and financial reports of all the chapters. MERSC plans to host a mini-conference in April.

The Southwest Region did not meet, but chapters continue to work on ongoing concerns such as membership recruitment, leadership succession planning and creative programming.

The Western Region hosted a successful Regional Conference, highlighted on page 35. The region reports **Phyllis Smith, CESRA**, NESRA Western Field Office manager, has been "tremendously resourceful this year to the local chapters." Region members participated in a golf tournament in September.

Member News

NESRA Past President **Beverly Weiss, CESRA**, will report to the president of Zieger Health Care Corporation, Farmington Hills, MI, in her new position as corporate administrator, special services. This newly-created position involves administrative responsibility for employee benefits and employee services, volunteer services, spiritual services (salaried religious personnel) and an eldermed program with an enrollment of over 25,000 members. "The employee services component was one of the keys for developing this position. Top management believes employee services plays an integral role in a healthy, satisfied workforce," Weiss says.

Frank DeLuca, CESRA, and nearly 150 business professionals and educators celebrated the 10th anniversary of the BEST program (Business Education Support Team) at the Trumbull Marriott in Stratford, CT last April. The BEST program, cofounded by DeLuca, AlliedSignal Engines consultant, is a partnership between the Stratford Chamber of Commerce and the Stratford Public Schools to expand students' educational experience. Over 100 businesses have given more than \$250,000 in grants to the schools in the past 10 years for the development of such programs as Young Astronauts, after-school tutoring, mentoring, job shadowing and training.

NESRA welcomes **Tina Galvin** as NESRA Headquarters' receptionist.

Palm Springs Conference Truly an Oasis of Opportunities

By John Borja

Over 214 delegates and 81 exhibitors were on hand September 10-13, 1998 to experience the 1998 NESRA Western Region Conference & Exhibit at the Wyndham Palm Springs Hotel and Palm Springs Convention Center.

This year's theme, "Oasis of Opportunities," successfully reflected what took place during the four-day conference. Attendees networked with peers, learned from the speakers in the educational and general sessions, saw the latest products and services in the Exhibit Hall, and participated in fun fitness and sports activities.

The program covered a wide range of topics. For example, Rich Wilkins focused on the importance of having a positive attitude. Steve Ailment (for a return engagement) illustrated how to present information effectively and Carol Linn and her acting ensemble helped us understand how the True Colors system can break down barriers and enable us to build strong relationships. Jim Tunney emphasized the importance of pride and personal power. Many other notable speakers shared their messages such as Joan Embery from the San Diego Zoo and San Diego Wild Animal Park.

During one of the general sessions, attendees watched a simulated game show sponsored by Six Flags California. Teams representing chapters in the NESRA Western Region competed for awards and prizes by answering questions pertaining to employee services and recreation. At one of the breakfast meetings, LEGOLAND impressively previewed its new attraction, opening in March of 1999.

The Opening Night Extravaganza featured entertainment by Disneyland's Billie Hill and the Hill Billies. The Closing Night entertainment, sponsored by Universal Studios Hollywood, included a musical performance by surprise guest star Frankie Avalon.

The Associated Industrial Recreation Council, Burbank, CA, hosted the conference.

Praise! Applause! Cheers!

Victoria Townsend, manager, employee services, Washington Mutual Bank, Chatsworth, CA, passed the CESRA certification exam. Congratulations!

Georgiann Eccleston, senior systems specialist, Prudential, Livingston, NJ, and **Charlie Goldsberry**, senior nursing assistant, Hurley Medical Center, Flint, MI, passed the RVESRA certification exam. Kudos to both of you!

The new CESRAs and RVESRAs will be honored on Tuesday, April 27, 1999 during the Certification Luncheon at NESRA's 58th Annual Conference and Exhibit in Las Vegas, NV.

Foundation Actively Plans for New Research

Foundation Trustees thank **NESRA of Denver** for donating \$1,000 to the Foundation and the **NESRA Western Region** for donating \$485 as a result of their 50/50 raffle.

Trustees granted funds for a study that will assess upper managements' perceptions of NESRA and employee services. **Leroy Hollins, CESRA**, emphasized the need for this type of research and offered suggestions for its methodology. **Phil Hall, CESRA**, suggested a third party conduct this research for NESRA.

Chuck Bouchard, Betty Atchison-Bair, CESRA, and **Quintin Cary, CESRA**, are planning to expand the offerings at the silent and live auctions to be held in the Exhibit Hall and at the Closing Brunch at NESRA's 58th Annual Conference and Exhibit at The Rio Suite Hotel & Casino, Las Vegas, NV. Items for bid will include trips, sports memorabilia, collector toys, and much more.

A committee of **Gloria Roque, RVESRA**, **Quintin Cary, CESRA**, **Betty Atchison-Bair, CESRA**, and

Beverly Weiss, CESRA, are working on the logistics of holding an auction on the Internet in the Spring.

John Felak, CESRA, presented his strategy for having employee services practitioners develop "white papers" on key employee services issues for NESRA members. Generating this body of knowledge will enhance the profession of employee services.

Pam Tessitore, CESRA, reported on recent proposals presented to the Research Committee.

Patrick Stinson, NESRA executive director, reported that through Sagamore Publishing, NESRA has received an outline for a textbook that will teach college students how to manage an employee services program. The Trustees are reviewing the outline.

Foundation Chair **Ralph Ferrara, CESRA**, would like to thank Trustees **Tom Kearns**, and **Mary Ann Larkin, CESRA**, for their years of service on NESRA's Education and Research Foundation. Ferrara welcomes new trustees **Patty Kormos, CESRA**, employee services manager, Kraft Foods, and **Craig Batten**, sales manager, Anheuser-Busch Theme Parks, as they begin their terms as Trustees.

NESRA Conference to Focus on Striking the Work/Life Balance

NESRA can make you the hero at your company. This year's conference will show employee services practitioners how to address work/life issues to provide value to their companies. **Dennis Kessler**, former co-president of Fel-Pro, Inc., will give you tips on how to present the value of your programs to management; **Bonnie Michaels** of Managing Work & Family will guide you through developing a business plan for work/life programs in "Family Ties and the Bottom Line;" and **Joy Loverde** will address "Eldercare: Maintaining Productivity."

Bruce Tulgan opens the conference with an animated look at "Managing Generation X" and **Keith Powell** will send you back to the office energized to achieve your goals with "The Future Is In Your Hands." To deliver more practical information you can use at the office, NESRA has added more concurrent sessions and planned less general sessions. You'll spend more time learning how to develop programming for multiple locations/facilities, staying fit while you sit, becoming certified in employees services, planning special events, motivating employees and much more.

Save time managing your outsourcing projects. Don't spend days on the phone researching new suppliers, calling to request catalogs and faxing bids back and forth—come to NESRA's one-stop shop. With over 150 exhibit booths, the Exhibit Hall will be a learning experience of its own. Suppliers can teach you how to spot various levels of quality, how to display your store merchandise, how to plan a group trip, and the best techniques for marketing discounts to your employees. With all the exhibitors in one room, you can compare features and quotes in person. Your employees will love the deals you bring back!

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Editor/Production: Renee M. Mula

NESRA CHAPTERS

National Director
Roger Lancaster, CESRA
(202) 720-4870

FAX (202) 690-2737
Regional Director
Quintin Cary, CESRA,
(703) 697-3816
FAX (703) 693-7311

Maryland NESRA/
Baltimore, Maryland.
Mark Brinegar,
(301) 688-6464
FAX (301) 688-3064

LFRA/Washington, D.C.
Rudy St. Louis,
(202) 565-1590
FAX (202) 565-9016

MARES/Boston,
Massachusetts. Melinda
Gilmore, (508) 252-4197
FAX (508) 252-4199

NESRA-Connecticut/
Hartford, Connecticut.
Marci Kinnin, CESRA,
(860) 726-5959
FAX (860) 726-5920

NESRA of Erie/Erie,
Pennsylvania. Tom
Whitford, (814) 456-8511
x2519 FAX (814) 454-7445

NESRA NJ/
Newark, New Jersey.
Mary Lou Panzano,
RVESRA, (973) 802-2913
FAX (973) 802-5466

NESRA/New York City/
New York, New York.
Gloria Roque, RVESRA,
(212) 456-5250
FAX (212) 456-5480

NESRA-Niagara
Frontier/Buffalo, New
York. Judy Rath,
(716) 686-2532
FAX (716) 686-2522

NESRA of the
Washington D.C. Area/
Washington, D.C. Aletha
Woodruff, (301) 924-0198
FAX (301) 924-0198

PHIL/AERS/Philadelphia
Pennsylvania. James
Alexander, CESRA,
(609) 547-8284
FAX (609) 547-8284

RARES/Rochester, New
York. Pam Gerace,
CESRA, (716) 288-8890
FAX (716) 288-8926

SPERA/York,
Pennsylvania.
Barb Spurlock, CESRA,
(717) 851-2321
FAX (717) 851-3375

National Director
Cindy Jameson, CESRA,
(813) 797-1818 x206
FAX (813) 791-3459

NESRA of Augusta
Georgia/Augusta,
Georgia. John Felak,
CESRA, (803) 642-0314
FAX (803) 642-2322

NCTC of NESRA/
Research Triangle Park,
North Carolina.
Starr Loftis,
(919) 286-4492
FAX (919) 286-2616

NESRA of Central
Florida/ Orlando, Florida.
Ralph Recht, RVESRA,
(407) 855-6161
FAX (407) 855-6884

NESRA of Northeast
Florida/Jacksonville,
Florida. Marilyn Berleue,
(904) 549-3553
FAX (904) 549-3558

NESRA South Florida/
Ft. Lauderdale, Florida.
Gloria Murphy,
(305) 625-5388 x338
FAX (800) 233-7990

North Carolina Foothills
Chapter of NESRA/
Charlotte, North Carolina.
Nina Greene,
(704) 326-8350
FAX (704) 328-2176

River City NESRA/
Louisville, Kentucky.
Debbie Colston,
(502) 627-2503
FAX (502) 627-2259

Tampa Bay/Suncoast/
Tampa, Florida. Brenda
Geoghagan,
(813) 870-8707
FAX (813) 875-6670

National Director
Mickey Alderman,
CESRA, (248) 589-0334
FAX (248) 435-0515

Regional Director
Mary Daniels,
(612) 733-6225
FAX (612) 736-0506

MERSC/Minneapolis-
St. Paul, Minnesota.
Sue Shepherd,
(612) 459-1482
FAX (612) 459-2054

MESRA/Detroit,
Michigan. Janet Frank,
(313) 222-3025
FAX (313) 964-5087

NESRA of Central
Indiana/Indianapolis,
Indiana. Willadean
Duncan, (317) 244-3660
FAX (317) 244-1247

NESRA-Chicago/
Chicago, Illinois. Joanne
Mueller, (630) 990-2714
FAX (630) 572-0885

NIESRA/Warsaw,
Indiana. Sandy Harrell,
(219) 269-9600 x267
FAX (219) 267-2902

PEERS of NESRA/
Bloomington, Illinois.
Karen Huber, RVESRA,
(309) 663-3619
FAX (309) 663-3073

Gateway Chapter of
NESRA/East Alton, Illinois.
Linda Watson
(314) 232-1066
FAX (314) 232-9365

NESRA-EOWP/
Warren, Ohio. John
Roberts, (330) 740-8130
FAX (330) 746-2909

Wisconsin NESRA/
Milwaukee, Wisconsin.
Sue Rowe,
(414) 931-3324
FAX (414) 931-3807

National Director
John Rath, CESRA,
(972) 334-5910
FAX (972) 334-6378
Regional Director
Denise Staudt, CESRA,
(210) 476-4557
FAX (210) 476-4656

NESRA of Southeast
Texas/Houston, Texas.
Linda Taylor,
(281) 366-2426
FAX (281) 366-7440

NESRA of North Texas/
Dallas/Ft. Worth, Texas.
Leslie Curran,
(214) 819-3377
FAX (214) 634-1633

NESRA of Colorado/
Denver, Colorado.
Lori Sharp, CESRA
(303) 977-6750
FAX (303) 977-3293

NESRA of San Antonio/
San Antonio, Texas.
Denise Staudt, CESRA,
(210) 476-4151
FAX (210) 476-4656

National Director
Bud Fishback, CESRA,
(206) 655-1952
FAX (206) 655-6037
Regional Director
Traci Jones, CESRA,
(425) 656-9523
FAX (206) 358-8363

AIRC/Burbank,
California. Cecilia Collier,
(818) 407-9300 x 393
FAX (818) 718-4094

ESROC/Orange County,
California. Phyllis Smith,
CESRA, (626) 913-4014
FAX (626) 964-7242

GLAAIRC/Los Angeles,
California. Dick Miller,
(310) 970-7012
FAX (310) 676-3856

NESRA Chapter of
Southern Arizona/Tucson,
Arizona. Pat Martinez,
(520) 794-1509
FAX (520) 794-3389

NESRA of Greater
Phoenix/Phoenix, Arizona.
Betty Gallagher,
(602) 631-2445
FAX (602) 631-2340

NESRA of Oregon/
Portland, Oregon.
Carla Williams,
(541) 683-9009
FAX (541) 683-9664

NESRA of the Bay Area/
San Francisco, California.
Cecil Padilla,
(916) 753-0585
FAX (916) 795-5570

NESRA of Greater
Sacramento/
Sacramento, California.
Doug Chadbourne,
(530) 532-4144
FAX (530) 532-4122

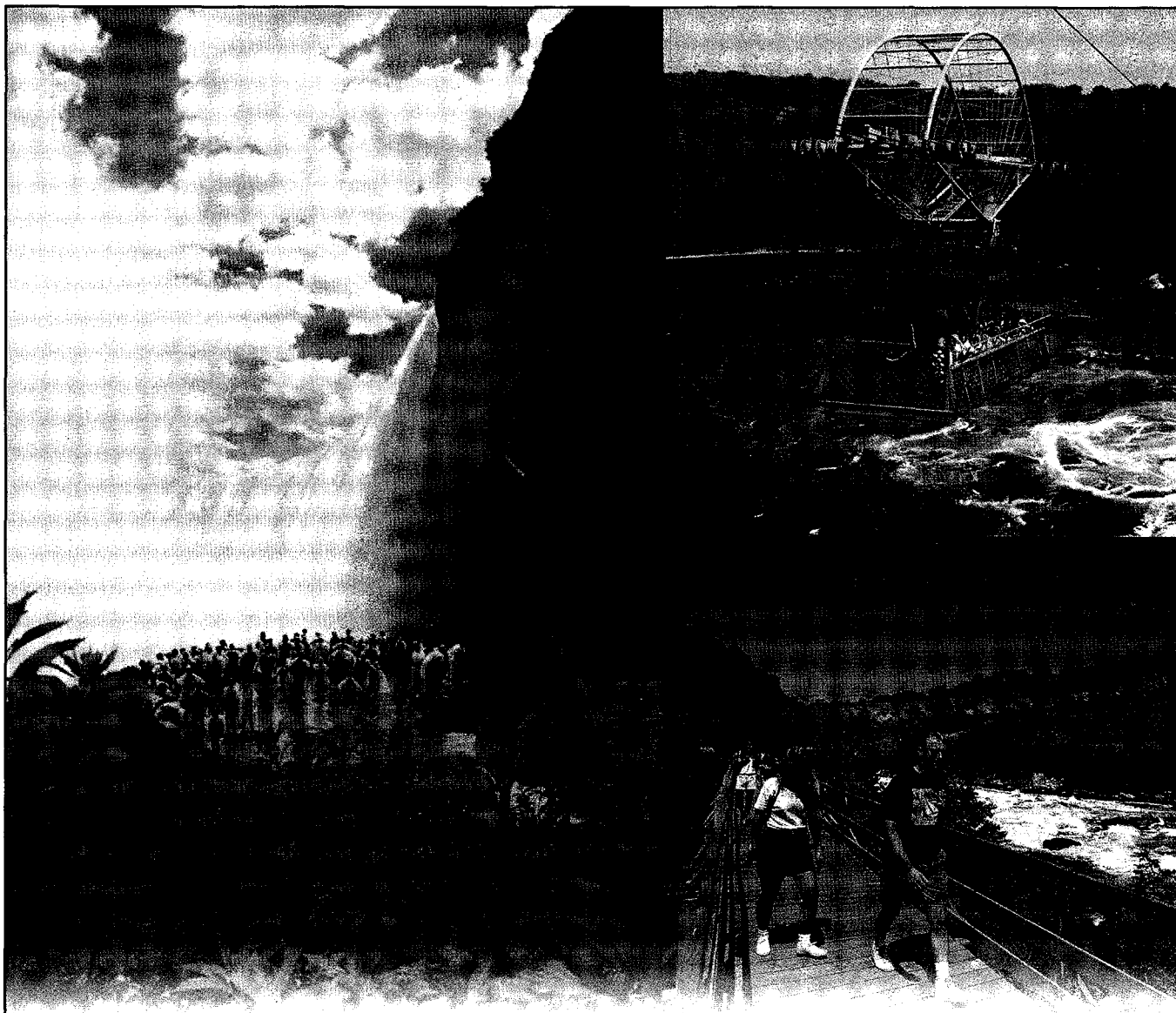
NESRA of the Inland
Empire/Riverside and San
Bernardino, California.
Elaine Maynard,
(909) 688-4301
FAX (909) 688-2425

NESRA of San Diego/
San Diego, California.
Maria Gobbi,
(760) 722-5844

NESRA of Greater
Seattle/Seattle,
Washington. Giselle
Sampson, (425) 649-9800
x 5609 FAX (425) 649-0214

SGEAA/San Gabriel,
California. Lidwina Salinas,
(626) 359-8111 x 5367

SNESRA/Las Vegas,
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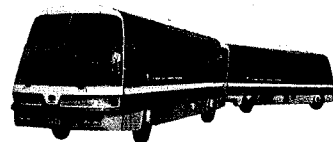
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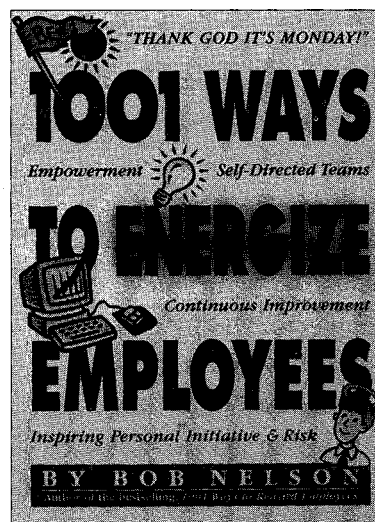
February 1999

RETIREE CLUBS MAKE MEMORIES



PLUS: NESRA CONFERENCE HIGHLIGHTS

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NESRA!



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Take the brakes off your business. In the perfect follow-up to *1001 Ways to Reward Employees*, the innovative book that has over 444,000 copies in print and spent 19 consecutive months on the *Business Week* bestseller list. Bob Nelson reveals what real companies across America are doing to get the very best out of their employees—and why it's the key to their success.

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1,001 Ways to Energize Employees by Bob Nelson

Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, published by IDG Books.

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EMPLOYEE SERVICES

M A N A G E M E N T

PUBLISHED BY THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION

February 1999

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Preview must-see NESRA conference speakers who will focus on trends in employee services, including Striking the Work/Life Balance.

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STRIKING THE WORK/LIFE BALANCE



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21 NESRA's 58th Annual Conference & Exhibit

Get a handle on employee work/life issues by attending NESRA's Conference—"Striking The Work/Life Balance." View the preliminary conference schedule and sign up today to bring back new skills and techniques for your employee services program.

25 How To Make Health Your Worksite Priority

Thousands of companies will celebrate National Employee Health and Fitness™ 1999. Read how other companies get active and gather information for your plans.

By Sandra Wendel

Beyond 9 to 5

By Renee M. Mula

If you are up-to-date on your *Employee Services Management* reading, you've already read tidbits about NESRA's 58th Annual Conference & Exhibit, coming up April 25-29. And, if you haven't attended a conference yet, hopefully you've at least listened to your fellow NESRA members discuss how worthwhile the conference is to employee services and work/life providers. But WHY should you invest your company's money and your time into this event?

NESRA provides the only national conference tailored specifically for employee services and work/life providers. What better way to discuss the special niche of our field than with experienced people who deal with the same issues we do everyday? Think of the situations you can tackle with ideas from peers who perform the same tasks.

Rejuvenate your workday! Relieve yourself of the daily grind and discover a whole new way to look at your profession. NESRA's Annual Conference & Exhibit will spark the imagination in all of us and remind us of how exciting it is to be a part of employee services and recreation. Learn the newest trends. Discover efficient ways to handle employee services issues that will get us through each day and bring our departments into the new employee services millennium.

Find out how work/life programs can fit into your offerings. You can't ignore this issue any longer! Employees want a more balanced lifestyle and, as an employee services provider, you can be the one to improve your company's productivity and attendance by developing programs that will keep your employees' minds on their work, rather than on their work/life issues. Let NESRA help you customize a work/life initiative that your employees will utilize and management will appreciate.

Remember to visit the Exhibit Hall! Over 170 exhibitors will be at your service, displaying a variety of new products, services and programming ideas to spice up our employee services programs.

Don't let this opportunity pass you by. Let NESRA help you further your career by motivating you to go beyond your 9 to 5 workday and let your employee services imagination run wild!

Register now!
See pages 17-24
for conference
highlights and
registration
materials!

EMPLOYEE SERVICES MANAGEMENT

Publisher

PATRICK B. STINSON

Director of Communications

CYNTHIA M. HELSON

Editor

RENEE M. MULA

Designer

DALE DODSON

Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd.
Solon, OH 44139
(800) 335-7500 (440) 349-3353
Fax (440) 349-3447
E-Mail: bashian@idt.net

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.
Solon, OH 44139
(440) 498-9297
Fax (440) 498-9298
E-Mail: abvsales@aol.com

ROBERT H. KRUHM

Box 234
Fulton, MD 20759
(301) 924-4473
Fax (301) 854-2464
E-Mail: rhkruhm@mindspring.com

Editorial Advisory Board

DICK BECKER, CESRA

American Family Insurance

JOSEPH J. BANNON, Ph.D.

Management Learning Laboratories

CRAIG FINNEY, Ph.D.

California State University

BRENDA GEOGHAGAN

Hillsborough County Aviation Authority

GLORIA ROQUE, RVESRA

ABC, Inc.

LINDA WRIGHT

McDonnell Douglas—
Employee Auxiliary Services

RANDY SCHOOLS, CESRA

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NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. nesrahq@nesra.org ■ <http://www.nesra.org>

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NESRA Offices



NESRA Headquarters

2211 York Road
Suite 207
Oak Brook, IL
60523-2371

(630) 368-1280

(630) 368-1286 FAX

<http://www.nesra.org>

nesrahq@nesra.org

Western Field Office

18530 Dancy Street
Rowland Heights, CA 91748
(626) 913-4014
(626) 964-7242 FAX
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Serving states west of the
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Eastern Field Office

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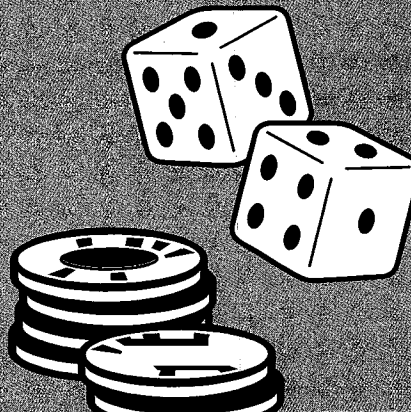


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Sports Apparel Not Just For Sports?

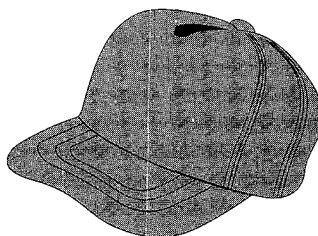
Thirty-two percent of the population surveyed have difficulty finding sports apparel that fits well and makes them look good.

When it comes to choosing a store, 39 percent of those surveyed placed a higher emphasis on selection rather than prices. Also, the majority of consumers are not set on a specific brand of sportswear; over half of those surveyed are willing to settle for a different brand if the one they originally wanted is not available.

Having experienced growth of 13 percent in 1997, sportswear is one of the hottest trends in the apparel industry today. Last year, the money spent on overall apparel increased 35 percent. Sales of sports apparel for men almost doubled (62 percent), with sales for women having increased 48 percent and children 36 percent. (See the chart on page six for statistics on trends in sportswear purchasing.)

T-shirts, sweatshirts and jackets, once purchased for team participation, are now the wardrobe choice for everyday wear and work on casual Friday. Creating a

dilemma
for the
industry,
sports



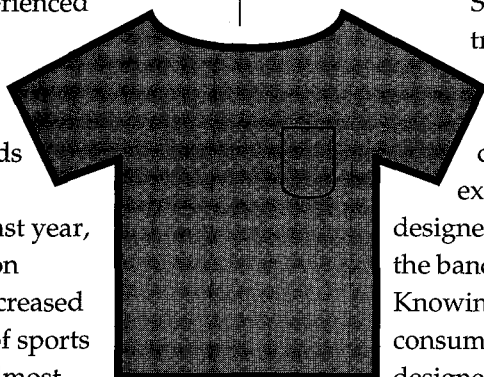
apparel companies are forced to determine whether specific purchases are for performance wear or casual wear, hoping to market higher quality sportswear for active participants. Retailers have attempted to market performance wear specifically in sporting goods stores, although customers continue to purchase the product for casual wear based solely on appearance.

Since today's trend toward casual dress has greatly contributed to this explosion, fashion designers are jumping on the bandwagon. Knowing what consumers want, top designers are creating

their own lines of sportswear. Designing wear that closely imitates athletic wear, the fashion industry is providing customers with what they desire.

In the meantime, manufacturers are to find a balance between consumers' demands and the resulting challenges of these

(Continued on page 6)



A newsletter of ideas for the Employee Services and Recreation Provider

KEYNOTES

Sports Apparel

Continued from page 5

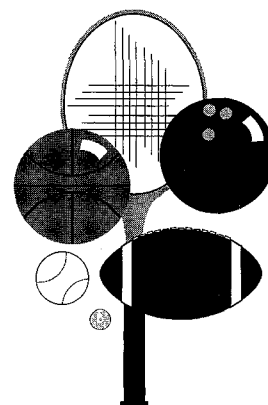
Total Sports Apparel Purchases by Product Category

Dollars Spent in Billions

	Men's	Women's	Children's	Total 1997	Total 1996	Change 96-97
T-Shirts	\$4.208	\$4.453	\$2.740	\$11.401	\$10.741	+ 6%
Sports shirts	2.385	2.280	.909	5.574	5.167	+ 8%
Sweatshirts	1.603	1.661	.954	4.218	4.339	- 3%
Shorts	.879	1.164	.689	2.732	2.643	+ 3%
Swimwear	.353	1.452	.544	2.349	2.240	+ 5%
Sweatpants & shorts	.695	.490	.584	1.769	1.643	+ 8%
Sweatsuits & jog suits	.354	.495	.669	1.518	1.546	+ 2%
Jackets	.888	.478	.311	1.677	1.352	+ 24%
Socks	.732	.230	.314	1.276	1.144	+ 12%
Thermals	.248	.197	.117	.562	.542	+ 4%
Sports bras	—	.366	—	.366	.337	+ 9%
Imprinted caps	.120	.010	.027	.157	.161	- 2%

demands. Challenges facing companies include the fact that many female customers wear unisex clothing yet, statistically, half of them are not happy with the fit provided.

The trend in sportswear versatility is expected to continue. Based upon that fact, manufacturers will continue to analyze what is happening in the industry and react accordingly.



DID YOU KNOW?

- According to the *1998 National Leisure Travel MONITOR*, Generation Xers are more inclined to buy all-inclusive vacations than either Baby Boomers or Matures.

(Source: *And the Survey Says...*, June 1998)

- Make employees a part of your weekly "to do" list. Add the names of the people who report to you to your list of goals to accomplish. Then, cross off names as you praise them.

(Source: Adapted from *Inc.* magazine)

"Think big thoughts but relish small pleasures."

H. Jackson Brown, Jr.

Exercising in Cold Weather

Exercising indoors is great, but nothing beats the exhilaration of being active outdoors. Even if it's cold outside.

The key is making sure your skin stays dry when you do exercise outside. That's because the air directly next to your skin dictates how you feel. So if the air layer is moist, it will cool your skin. Here are some tips on exercising outdoors in cold temperatures:

- ◆ Wear long underwear tops and bottoms made of synthetic fibers that will "wick" moisture away from your skin.
- ◆ Dress for the cold, especially if it is 45 degrees Fahrenheit or lower.
- ◆ Wear an outer layer that will break the wind.
- ◆ Add a fluffy middle layer to trap heat in very cold weather. Try a fleece jacket or wool sweater.
- ◆ Wear a knit wool cap to prevent heat loss through the scalp.
- ◆ Wear mittens instead of gloves. Mittens allow warm air to circulate between your fingers.
- ◆ Warm up longer before you head outdoors. Be sure to also move more slowly and cautiously than usual once outside.
- ◆ Let someone know where you're going and how long you plan to be gone. Or, work out with a partner.

• "Of every 80 people diagnosed with breast cancer through a mammogram, 20 others are missed."

(Source: U.S. Food and Drug Administration)

• Start off new employees with a task that will allow them to be productive and also feel, early on, that they're accomplishing something.

(Source: The Fast Forward MBA in Hiring: Finding and Keeping the Best People, by Max Messmer, John Wiley & Sons Inc., 605 3rd Ave., New York, NY 10158.)

Swing Dancing: A Craze For All Ages

The swing dancing trend is taking over the country. Allow your employees to become a part of this latest craze by offering swing dancing classes to your employees.

Swing dancing is a great way to unite old and young alike. Different from other activities that draw the line between generations, this activity provides a way to connect both families and friends. Consider marketing the swing dancing lessons to both singles and couples, old and young.

It's common for parents to cart children off to activities geared solely for the youth. With families trying to find more ways to spend leisure time together, swing dancing provides a reason to get everyone away from televisions and computers, keeping them active.

Because it is an activity unrelated to age or skill level, swing dancing can also provide a very effective way in which to bring employees, families and friends together in an enjoyable atmosphere.

If you don't hold classes, think about playing more swing dancing music at your holiday parties. This music selection is sure to motivate employees to get up and dance.

(Source: USA Today, August 5, 1998)

Re-engage Your Workplace

Benchmarking Proves Work/Life Influence

Recent surveys indicate that attention to work/life issues greatly impacts today's employer/employee relationship.

Believed to have a positive effect on "...morale, attendance, productivity and recruitment," many companies feel that they could not adequately compete in today's workplace without attention to such issues.

Flexible scheduling, considered to be the most important issue facing employers today, is now offered by companies as a benefit. Other "convenience benefits" being offered to employees include: on-site fitness centers and automatic teller machines, discounted fitness center memberships, and internal postal services.

To get a free copy of the William M. Mercer Work/Life and Diversity Initiatives Benchmarking Survey which discusses this topic in further detail, write to Louisville Galleria, Louisville, KY 40202; or call (502) 561-4759.

(Source: Positive Leadership)

From the book, *Awakening Corporate Soul*, by Eric Klein and John B. Izzo, Ph.D., here are specific ways to re-engage, not reengineer the workplace:

◆ **Go on a sarcasm fast.** For three hours each day refrain from being sarcastic toward work, your company, boss and coworkers. Groups can go on a victimization fast.

◆ **Consider personal values.** Create an opportunity for people to identify their own values and how those values can be put into action at work.

◆ **Allow the entire staff to adopt corporate values.** Start building corporate values from the bottom up, not the top down.

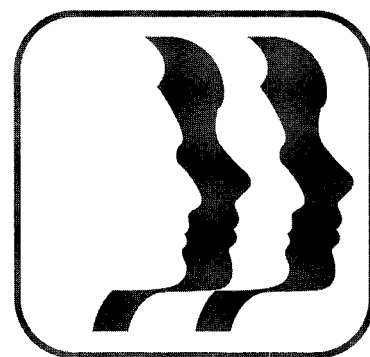
◆ **Build a career development program.** Allow people to ask, "What could I do in the company that is closer to my passion?"

◆ **Videotape customer discussion groups and present an edited version to the staff.** Having employees listen to customers frankly state what service means to them and their examples of good and bad service will have a powerful effect on employee commitment and motivation.

◆ **Create forums at staff meetings.** Have employees share examples of how they made a difference in the last week.

◆ **Find a community cause to which your company can contribute.** Be sure it allows for hands-on opportunities for people to participate.

◆ **Do a regular rotation.** Allow subordinates to "walk in the shoes" of front-line staff.



◆ **Share your story in personal ways.** Explain why you love what you do, what you love to do when you are not at work, and what you want your legacy to be.

◆ **Ask yourself, "What tasks and activities bring out my best?"** Now ask yourself, "How can I do more of that in my present job?"

◆ **Give more feedback to your colleagues and to those who report to you.** When you see eyes sparkle, let them know. When you see eyes dim, crank up your courage and say, "I don't think this is your craft."

◆ **Tell the truth.**

In their book, Awakening Corporate Soul: Four Paths to Unleash the Power of People at Work, Eric Klein and John Izzo define soul—the "S-word" and a taboo topic in modern business literature—as "the experience of coming alive at work." The book can be purchased through Fair Winds Press, March 1998, (704) 322-3111.

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Editor/Production: Renee M. Mula

Fun and Games: Solving Problems With Playful Brainstorming Techniques

By Richard G. Ensman, Jr.

Business leaders all over the world have used brainstorming techniques to solve problems for many years. You're probably familiar with some of the classical brainstorming techniques, often involving the generation of seemingly random ideas and the suspension of criticism during the process.

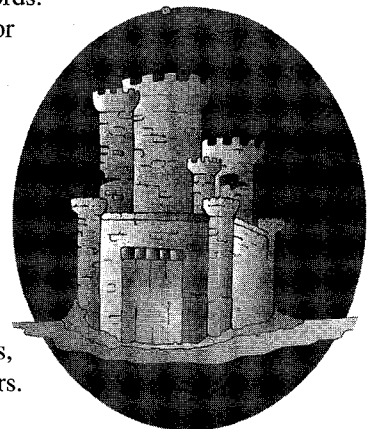
But sometimes, as much as you'd like to use brainstorming, you don't have the time to plan or conduct a full-fledged brainstorming session. You only have a short period of time to loosen up a group and get everyone talking about solutions to a problem or inventing new initiatives. The answer: "fun and games" brainstorming.

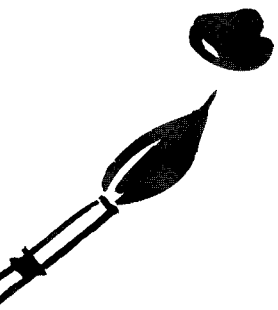
These humorous, slightly offbeat, techniques can be used to stimulate out-of-the-box thinking and discussion in businesses of every size—from two- or three-person shops to *Fortune 500* corporations. They're used to overcome marketing obstacles and productivity problems. They can help identify ways to enhance customer service, lower costs, improve an organization's image, and position an organization's operations for the future. So next time you need some quick brainstorming, go for the fun and games:

- **Castles in the Sand.** Invite participants to physically build something: a system for addressing customer complaints, for instance, or a way to reduce client waiting time. The only hitch is that they must build it using blocks, putty, sand, or other materials.
- **Children's Games.** Invite the group to play a variant of "capture the flag" or "tag," built around the business need. Don't laugh. Once imaginations are allowed to run wild, "capture the flag" can easily become "capture the solution."
- **Communication Gaps.** Seat participants in a circle. Whisper some variation of your current business problem into the ear of the first per-

son sitting in the circle. Ask that individual to repeat what she heard to the next person, and so on until the message comes back around full circle. By that time, it will have changed—and the group may have a new perspective on the situation.

- **Connect the Dots.** Invite participants to draw lines between real dots (on an oversized sheet of paper) or imaginary ones, with each dot representing some part of the problem or issue you're discussing.
- **Detective Work.** Appoint members of the group as "detectives," and charge them with solving the "crime" at hand. Group members must conduct an "investigation," seek "clues" having a bearing on the problem, identify "suspect causes" of the problem and, eventually, pose a resolution of the "case."
- **Fantasy.** Allow the group to create stories, anecdotes and games involving futuristic solutions to the need at hand. Or imagine that the predicament is being solved in another land or on another planet.
- **Fill in the Word.** Pose your business dilemma or planning need to the group in verbal or written form, but leave out a few key words. Invite the group to decide which words or phrases will complete the solution.
- **Game Shows.** Invite members of the group to select their favorite television game shows. As a brainstorming exercise, conduct a simple parody of these shows using the issue under discussion as the centerpiece of the game.
- **Hide and Seek.** Invite the group to "look" for solutions to the problem in a variety of physical locations: under rocks, in cabinets, in flowerpots, in desk drawers.
- **Hike.** This might be a literal walk or a





symbolic one. Either way, invite members of the group to clear their minds of traditional thinking, seek out new answers to old problems, and look for connections between the sights and sounds of the hike and the business issues at hand.

- **Make it Worse.** Invite members of the group to imagine all the possible ways they could make the situation worse. In stark contrast to this humorous exercise, prospective solutions will probably abound.
- **Paint the Problem.** Using creative media, such as finger paint, crayons or photography, invite members of the group to visually portray the topic under discussion. Study the "angles" created by the members, and then listen for the stimulating ideas that follow.
- **Pantomime.** Act out the circumstance under study, or the proposed solutions. At first, group members will be reluctant to get up and move around. Later you'll be amazed at the depth of discussion that results when the words are taken away from the problem and replaced with gestures and movements.
- **Playmates.** Invite participants to bring a

partner not connected to the group along to the brainstorming session, and become part of the proceedings. Or invite members of the group to select imaginary "playmates," such as historical figures, celebrities or competitors, and conduct imaginary discussions about the issues at hand with these individuals.

- **Pretend.** Invite members of the group to portray the customers, employees or vendors involved with the issue at hand. Then, let these characters address the issue in their own words.
- **Reverse Order.** Assign each member of the group a role completely unlike anything they've ever played before. Someone responsible for coordinating special events, for example, may be designated as a vendor. A front-line employee might be designated as a manager. Acting in their hypothetical roles, ask members to solve problems from their new perspectives.
- **Stage a Play.** Allow your group to act out the business problem or need under the guise of a theatrical production. Encourage members to improvise. Let the group exaggerate situations and laugh about them. And then, encourage the group to act out the solutions as they come.
- **Take a Trip.** Depart from your meeting room to some other place—another office, a nearby restaurant, the zoo, a museum, a walk around the neighborhood. But, depart with an agenda that consists of nothing more than a solution to the dilemma you're facing. Without consciously thinking about it, participants will begin to form a solution.
- **Word Games.** In the tradition of many psychologists, announce words connected to the topic under discussion and ask participants to offer the first word or idea that comes to mind. Alternatively, ask participants to announce the first opposing idea that comes to mind.

Conclusion

Fun and games may not be the way you'd ordinarily do business. Although amusing—and even eccentric—these techniques can stimulate powerful planning and problem-solving discussion and, ultimately, make a potent impact on productivity and profit.

Richard G. Ensman, Jr. is a freelance writer in Rochester, New York. He can be reached at (716) 889-1321.

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*Turn to page 24
to register.*

RETIREES:

Resources and Recreators

By Renee M. Mula

Workers are not the only "employees" benefiting from corporate America's move towards more employee services like social clubs, group travel and special events. Several corporations provide retirees with the chance to get involved in corporation affairs through retiree clubs. Read on and learn how retiree programs operate, including the role of the retiree club corporate liaison, helpful hints for starting your own retiree club and why retirees participate in club activities.

How Retiree Clubs Work

According to NESRA's 1996 Market Survey, 17 percent of NESRA members manage retiree clubs through employee services and recreation programs. Retiree clubs vary in structure. Some clubs run their meetings similar to business meetings and others plan social events or pro-

vide community services. The structure of a retiree club depends on the corporate liaison. The corporate liaison is an employee, often the employee services provider, who is responsible for overseeing the retiree club. For most corporate liaisons, heading the retiree club is only one of the hats they wear.

Retirees from The City of Scottsdale, Scottsdale, AZ, rely on Jackie Bell, CESRA, employee programs manager, to organize their special events. "We treat them like employees," Bell explains. Retirees are invited to all employee activities, including group travel events, theater performances and the all-city picnic. Bell says one of the retirees' favorite events is the Retiree Holiday Party. She sends out the invitations and books a room at the restaurant, and the retirees field the RSVP calls. Bell also maintains a list of all the retirees, so they can keep in touch.

On the other hand, Motorola, Inc., Schaumburg, IL, has a membership chairperson retiree who volunteers 3-4 days out of the week to update the membership list of 1,500 retirees. The Motorola Retiree Club opted to be a structured club with officers and members who meet nine months out of the year to plan educational seminars, special events and entertainment.



The 3M Canada Retirees Club, London, Ontario, Canada, unite for community service at the Salvation Army Food Drive. Retirees often enjoy making a difference in the community.

.....

Juliette Brown, twin administrator, human resources, is the retiree club liaison. Brown attends the retiree club meetings, serving as an advisor to club members. "One of the retirees comes in every Wednesday and Thursday to help me out with the club. He helps send out the newsletters and takes calls addressing benefits issues," Brown explains.

Land O' Lakes Retiree Club members, St. Paul, MN, take a different approach, mostly planning community service projects. The retirees from this club go out into the community, donning Land O' Lakes T-shirts, and raise money for Easter Seals, cancer research and school supplies for needy children. "The retirees

have their own board [of directors] and during their monthly meetings they usually review their community service projects," explains Dee Dee Rauchbauer, CESRA, employee and community services specialist and retiree club liaison.

Rauchbauer says the retirees are invited to participate in employee activities, such as Land O' Lakes' Children's Holiday Party.

Meeting Needs Without a Club

CIGNA Corporation, Hartford, CT, serves their retired employees by allowing them to remain members of the employee club even after they retire. "If you are a member of the employee club in good standing when you retire, you

RETIREES AND THE INTERNET

Studies show that more baby boomers over age 55 are purchasing PCs and using them more often. According to Media Metrix Inc., New York, NY, a PC Meter tracking system, this age-group's total-minutes-spent-per-month is 130.2 verses 117.8 for all age groups combined. This is 47 percent higher than the total for all age groups. This is great news for employee services professionals searching for retired volunteers with computer knowledge. Many retired employees are already familiar with the latest computer technology, making it easier for retired volunteers to communicate with retiree club members through e-mail and maintain member databases.

"I have the address list on the computer," says Mildred Crosier, retired accountant, The City of Scottsdale, Scottsdale, AZ. Crosier boasts of the up-to-date software she uses and the two printers she owns. She uses e-mail to communicate with her brother in Florida once a week and her daughter in Indiana daily.

According to The Wall Street Journal, many people over age 55 are also using the Internet. Here is a list of ways that retirees are flexing their computer know-how:

- *Track Investments*
- *Tour On-Line Museums*
- *E-mail Family Members*
- *Read Newspaper Articles*
- *Create Electronic Greeting Cards*
- *Balance Checkbook*
- *Digital Painting*

Corporate liaison's can utilize computer-literate retirees' knowledge and lighten their work load by asking their retiree club members about their computer knowledge. If they don't use computers, you may consider offering a lunchtime seminar that explains the basics in Internet or database usage.

Retiree computer usage information compiled from The Wall Street Journal, January, 29, 1998.

are a member for life," says Marci Kinnin, CESRA, employee services program coordinator. Because of the large number of senior citizen centers in the area, Kinnin says CIGNA would not get a good response for a retiree club. So, they combined the

cost (\$4) and the city pays the rest. The cost includes lunch at an upscale restaurant, with different luncheon menu choices. Motorola, Inc. provides coffee and rolls at their retiree club's monthly meetings. Almost all of the corporations provide their retiree clubs with meeting spaces and the resources to produce newsletters and mailings.



Members of the Land O' Lakes Retiree Club donned country attire while they managed the Country Village, one of the attractions at the 75th Land O' Lakes Anniversary celebration. Retirees are valued contributors to many employee services programs.

retirees and employees into one employee club. "This is a great way to keep retirees informed of what activities the employee club is doing," Kinnin adds. Plus, placing the retirees with the employees makes them feel as though they had never left the company. They stay informed on company decisions and changes, and they are included in employee activities, such as bus trips and parties. Next year, Kinnin plans to hire an assistant who would plan special retiree programs within the club.

Retiree Club Funding

Many of the structured clubs charge dues. Motorola, Inc. charges \$10 per person, per year or \$80 for a lifetime membership. Land O' Lakes, The City of Scottsdale and CIGNA Corporation retiree clubs do not charge their retirees dues.

As for special events, often the corporation pays a portion and the retiree pays the remainder. At The City of Scottsdale's Retiree Holiday Party, the retirees pay one-third of the actual

Starting A Retiree Program

Starting a retiree club involves assessing retirees' interests, deciding on a structure and assigning responsibilities. It is often difficult for corporate liaisons to find retiree volunteers to manage its operations. "People want to go but nobody wants to do," explains Leroy Schueller, retired real estate supervisor and retiree club president, Wisconsin Electric Power Company, Milwaukee, WI. Rauchbauer mentions that there is usually a core group of 10-12 people who rotate responsibilities. With this in mind, here are some ideas to get you started with your own retiree club.

Contact the Retirees

Bell suggests that corporate liaisons obtain a list of retiree names and

addresses from the human resources department and write a letter asking if they would be interested in participating in a retiree club. If there is an interest in a new club, do a second mailing to those interested in joining. List suggested events and ask participants to check off which ones interest them.

Listen to their Opinions

Be sure that the retirees have expressed an interest in the planned activities and keep the event plans simple. "Go with the majority," Bell urges. Since a lot of the male members enjoy fishing, Bell plans an annual fishing trip and asks participants to bring their own lunch. This eliminates the time and expense it would take to plan a lunch, and everyone can bring what they like.

Add Structure to Your Club

"You must have chapter guidelines for rules and regulations," says Brown. She also suggests that the company supply the retirees with a room, where the club can meet regularly. Brown says the liaison will need at least 7-10 people willing to work hard the first three years and

volunteer a lot of time. "I honestly believe one of our volunteer positions should be a paid position, but it's not in our budget," she regrets. Distribute the club responsibilities between the corporate liaison and the volunteers. Club responsibilities may include the following:

- ✓ Updating the membership list
- ✓ Collecting dues and handling the funds
- ✓ Producing a newsletter on paper or through electronic media
- ✓ Coordinating trips
- ✓ Event planning
- ✓ Reserving restaurant reservations
- ✓ Reserving a meeting room
- ✓ Sending out meeting notices
- ✓ Producing mailings
- ✓ Writing letters
- ✓ Making phone calls

Reward Your Volunteers

Let your volunteers know how much you appreciate their contributions. Brown plans an appreciation luncheon for club officers and volunteers every year in March, near St. Patrick's Day. It is easier to attract volunteers when there is an incentive. Bell invites The City of Scottsdale retirees to the employee Benefits Fair. "We give away bubble pens and shoelaces, and retirees can receive free flu and immunization shots and skin cancer screenings," Bell says. Retirees also receive a discount on admission. Oftentimes, CIGNA Corporation retirees who volunteer to stuff envelopes receive a voucher for a free lunch. These types of incentives make retiree volunteers feel special. Once the word spreads about how well retiree volunteers are treated by your company, more retirees will offer their services.

Why Retirees Get Involved

Active retirees and their spouses are on-the-go, participating in retiree club activities, traveling and volunteering for community service projects and employee services opportunities. Of the retirees interested in participating, many would rather attend the events than plan them. When asked what they like best about being a part of a retiree club, most retirees mention the trips they take and the opportunities to be around people. "At our meetings, I like meeting and greeting the people that I worked with, and it's a nice social thing," says Schueller. Wisconsin Electric Retiree Club meets nine times during

the year and plans theater trips and special events throughout the year. Schueller says he decided to volunteer after a past president asked him to be treasurer of the retiree club. The club plans a tour in spring, fall and summer—usually a dinner/theater tour or sightseeing of local industries or businesses, such as the local nuclear and motor plants. "The industry tours have been informative. I'm always impressed because they show you what most people don't know about," Schueller says.

After working at one company for several years, many retired employees feel a personal connection with their work and coworkers. "I love the City of Scottsdale," says Mildred Crosier, retired accountant, The City of Scottsdale. "When you're together for that many years, it's like family. I like to keep in touch," she adds. Crosier says her favorite retiree event is the Holiday Party. "I like to sit down and be pampered," she jokes. She says the holiday parties give the retirees the opportunity to share

HOW RETIREES CAN VOLUNTEER IN THE EMPLOYEE SERVICES DEPARTMENT

- *answer phones*
- *barbecue food for picnics*
- *collect raffle tickets*
- *coordinate pickup and drop off of photofinishing*
- *fill temporary positions*
- *greet attendees at events*
- *help run the golf range*
- *lead art projects at children's events*
- *park cars at events*
- *plan activities*
- *serve as costume characters at children's events*
- *stuff envelopes for mailers*
- *take pictures at events*
- *track signup sheets for events*



Retirees and their spouses enjoy 3M Canada Company's annual Retiree Christmas Dinner Dance.

past vacation experiences and socialize. If there is an illness or death, one will let the others know about the circumstances.


Ninetta DiSalvo, retired supervisor, CIGNA Corporation, says she likes volunteering for the retiree club because she enjoys helping Marci Kinnin with mailings and visiting with club members. "On the trips, it's a mixed group, so you meet a lot of young people with families and children. I enjoy meeting the people," says DiSalvo. DiSalvo brought her grandchildren with her on the retiree club trip to New York City. She says the club has also gone on bus trips to Maine and Martha's Vineyard.

Retirees are not the only ones relishing retiree events. Corporate liaisons also enjoy opportunities presented through coordinating retiree

to practice calling out "Bingo" very loudly. "To hear 1,000 people yell out "Bingo" was phenomenal," he gleams. "No one could leave there saying they'd never yelled 'Bingo.'"

The corporate liaison role allows employee services professionals to build special relationships with the retired employees. Bell says the retirees call her often to share personal stories and discuss upcoming get-togethers. "All you have for expense is time, and I think they're worth it," she says.

Conclusion

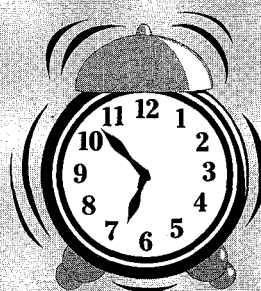
Keep in mind that retirees can be some of the best promoters for your company name. In many cases, retirees have spent a significant amount of their lives working for their companies. Retiree clubs help retired employees feel connected with their companies after retirement. When your retiree program is on its way, keep upper management informed of the retiree club activities and accomplishments. You can generate excitement between retired employees by having the CEO of the company give a short speech at the annual retiree picnic or another popular event. If you treat retired employees well, they will go out into the community proud to have worked for their company and enthusiastic about their continued involvement through the retiree club. 

Active Retirees and their Spouses are on-the-go, Participating in Retiree Club Activities, Traveling and Volunteering for Community Service Projects and Employee Services Opportunities

events. For example, Joe Kopinski, CESRA, secretary, Employees' Mutual Benefit Association and retiree club liaison, Wisconsin Electric, called out Bingo for nearly 1,000 participants at his retiree picnic last year. Before the game started, he announced that he needed everyone

Speaker Highlights

STRIKING THE WORK/LIFE BALANCE



NESRA's 58th Annual Conference & Exhibit

The Rio Suite Hotel & Casino

Las Vegas

April 25-29, 1999

By Cynthia M. Helson

With over 50 years of experience, the National Employee Services and Recreation Association is committed to bringing you the best national conference focusing on employee services issues. Mark your calendars for NESRA's 58th Annual Conference and Exhibit, April 25-29, 1999 at The Rio Suite Hotel & Casino in Las Vegas. Using both time-tested and state-of-the-art employee services techniques, NESRA focuses on "Striking the Work/Life Balance"—a challenging issue facing today's Employers of Choice. With more concurrent sessions than ever, NESRA allows you to customize your training and maximize the benefits from this conference to you and your company. This article previews a sample of the must-see speakers awaiting you at NESRA's Conference. Imagine yourself absorbing these timely messages and catching the contagious energy of

these dynamic speakers. Plan now to bring back new skills, tested techniques and innovative trends to your employee services program.

Managing Generation X™



Speaker: Bruce Tulgan
founder,
RainmakerThinking, Inc.

How does your company recruit and train the best and brightest Xers? Once you've hired them, how do you keep them challenged and productive? And how do you keep them from moving on before they deliver a return on your recruiting and training investment? Bruce Tulgan's Managing Generation X™ seminar will help you get to know the real

Generation X and what is at stake for them in their careers.

Gain these Strategic Advantages

- Become the "Employer of Choice" for Generation Xers in your industry.
- Develop an effective recruiting message and strategy.
- Send the right message in the orientation process.
- Give Xers the kind of feedback they need.
- Link performance evaluation directly with training.

- Keep Xers focused and motivated.
- Reduce turnover immediately.
- Expand your organization's repertoire of nonfinancial rewards.

Tulgan is a sought-after speaker and consultant whose clients include J.C. Penney, Deloitte & Touche, John Deere, Abbott Laboratories, Knoll Pharmaceutical, National Car Rental, Target Stores, and the U.S. Department of Defense. He has also taught on the graduate level as an assistant professor of management.

As the founder of RainmakerThinking, Inc., a firm that researches the working lives of Americans born between 1963 and 1977 (Generation X), Tulgan helps business leaders recruit, motivate, and retain young workers. RainmakerThinking's research team interviews young workers on an ongoing basis and Tulgan has personally interviewed more than 1,300 Generation Xers.

World famous Bruce Tulgan will also conduct a concurrent session on appealing to today's new workforce with "Just In Time Leadership™."

Just in Time Leadership™

Profound changes in the business world have given rise to a new career path based on free agency, especially among the most skilled and educated employees. This new career path presents fundamental challenges for business leaders as they try to recruit, motivate and retain this just-in-time workforce. The answer is Just In Time Leadership™. Gain strategic advantage by attending this session motivating you to:

- promote innovation by promoting every employee to the position of knowledge worker
- get people up to speed quickly so they can start adding value
- teach everyone career effectiveness skills, plus much more!

Creating A Flexible Workplace



Speaker: Bonnie Michaels
president, Managing Work
& Family, Inc.

These days, with the conflicts of work and personal life, employers need innovative ways to recruit and

NESRA's Conference Experience Inspires Attendees

Bob Bruce, safety manager of Silver Springs Citrus, attended NESRA's 57th Annual Conference and Exhibit and was so impressed with NESRA's opening session and its keynote speaker Barbara Glanz that he wrote this poem.



Thanks

*The conference was about to start.
Attendees filtered in.
Each took a seat and wondered, too,
How will this thing begin?
They were greeted by bright colors,
And a very friendly smile.
And soon they all found energy
They'd lacked for quite a while.
At times, their eyes were filled with tears
While listening to her tale.
They all gained hope and strength from her.
They knew they couldn't fail.
And thanks, in part to this first thrust,
The group succeeded well.
They laughed, made friends and learned much more
Than words could ever tell.*

retain loyal, productive employees. There are many innovative programs and services to choose from, but a well-designed flexible work options program is the most desired by employees and the most cost-efficient for employers.

This in-depth workshop, led by work-life expert and author, Bonnie Michaels, will use case studies to outline the important steps for a successful program which include: getting buy-in, coordinating policies, developing a pilot, training managers, marketing and evaluating.

Eldercare: Maintaining Productivity



Speaker: Joy Loverde
president, Silvercare
Productions, Inc.

Your employee gets an emergency call that her aging parent needs help. What do you do if she leaves unexpectedly?

Family eldercare responsibilities are inevitable, and they impact the workplace in terms of impaired productivity, increased absenteeism, and turnover. This workshop offers managers specific tips and tools that will influence employees to proactively address family eldercare issues to avert a work/life crisis. This program highlights: eldercare program options, motivating employees to attend programs, and an eldercare program to implement immediately.

Employee Services' Role in the Work/Life Arena

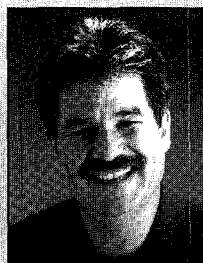


Speaker: Michael P. Scott
president, Empowerment
Unlimited

In dynamic fashion, Scott will show you how the 10 components of the Employee Services Umbrella address work/life

issues. He will guide you through an examination of your offerings and teach you how to promote your offerings emphasizing them as solutions for employees seeking a balanced lifestyle. Come discover how you can maximize your value to your employees and your company.

Coloring Outside the Lines™ for NESRA 1999 Delegates



Speaker: Jeffrey Tobe
Coloring Outside the Lines™

Jeffrey Tobe challenges you to step outside of your comfort zone in positioning your employee services program or yourself more creatively than ever before.

This session will provide the insight you require to give yourself the 'competitive edge' for which we all strive in any profession. Tobe encourages participants to look at their challenges from a whole new perspective and he gives you the tools you need to be more creative every day. The only thing that differentiates your service, your product or yourself from any others is your creativity and innovation; so come learn to take advantage of that "creative giant within all of us."

Coloring Outside the Lines™ focuses on how to creatively manage the change that is inevitable with innovation, as we approach the 21st century.

Join Jeff to Learn:

- what we really do for a living in this crazy profession
- how to spark innovative thinking—in yourself and others
- how to re-define the 'problems' we face every day
- how to tap your creative 'being' to challenge your existing "boundaries"
- how to look at what's coming down the road ahead in this business

AND MUCH MUCH MORE!

Employee Services in Great Britain




Nigel Cartwright
chairperson of Recreation Management
Association of Great Britain,
recreation manager, Pfizer Company

As companies go global, employee services managers need to become knowledgeable of employee services trends beyond the U.S. borders. With 20 years of experience in corporate recreation, Cartwright will reveal what the trends are and how corporate recreation is managed in Great Britain. The Recreation Management Association of Great Britain has members from companies such as Glaxo Wellcome, The Prudential Ibis Club, Zeneca Pharmaceuticals and nearly 300 other companies. Come hear about this association's members, their challenges and their achievements.

- how time and emotion interact
- how to beat procrastination right now
- the secrets of getting more done, plus, much more.

Providing Employee Services Programs for Multiple and/or Geographically Distant Locations

Speakers: Nancy Walter
vice president, Bank of America
Dale Shafer, CESRA
general manager, PSEA of PG&E

This presentation will discuss the different methods used by company representatives to provide services to their employees at multiple and geographically distant employee locations. The representatives will discuss their procedures to review potential products and services, provide services to their employees, promote their activities, and recruit volunteers to assist with their programs. 

Have the Time Of Your Life—Make Time Work For You



Speaker: William Cone,
Ph.D., author

Do you feel that you never have enough time to do everything? Are you tired of working under pressure? This power-packed seminar will show

you how to make time work for you! Learn:

- the real secret of mastering time

Plan Now To Join Us!

This year NESRA is delivering more interactive sessions, more concurrent sessions and, of course, more new products and services in its Exhibit Hall. We reduced the number of general sessions to two and added two more tracks of concurrent sessions. You'll find more workshops and a new and improved Strategy Exchange. This once-a-year event is packed with practical, ready-to-use ideas to make your employee services program even greater. Taking time out for this April's conference can ultimately save you time and money throughout the year.

NESRA's 50th Annual Conference & Exhibit

April 25-29, 1999, The Rio Suite Hotel & Casino, Las Vegas, NV

- managing generation X • new time-saving techniques • creativity in sales and marketing • innovative programming ideas • starting a web page • addressing work/life issues • staying fit while you sit
- justifying your employee services programs
- implement- ing ideas learned at the conference
- products and services of over 150 exhibitors • just in time leadership • helping employees with eldercare issues • customer service techniques • achieving your goals • creating a flexible workplace • growing your membership
- good decision-making • employee recognition • writing a proposal
- future technology • making time work for you • contract employees
- coping with change • professional certification • networking

Learn how to implement employee programs that will attract the best and brightest candidates to your company and keep them there!



Sponsored by the National Employee Services and Recreation Association
2211 York Rd., Suite 207, Oak Brook, IL 60523-2371, (630) 368-1280, <http://www.nesra.org>

CONCURRENT Sessions

MONDAY

April 26, 1999

Concurrent Sessions #1

1:00 - 2:00 p.m.

Ch. A. "Starting A Chapter Web Page"

ES. B. "Merchandising Know-How"

C. "Is the Work/Life Train Leaving Without You?"

D. "Stay Fit While You Sit"

E. "Implementing Your Best Conference Ideas"

Concurrent Sessions #2

2:15 - 3:15 p.m.

Ch. A. "Chapter Workshops"

ES. B. "Marketing Strategies"

C. "Employee Services' Role in the Work/Life Arena"

D. "Eldercare—Maintaining Employee Productivity"

E. "Just In Time Leadership™"

TUESDAY

April 27, 1999

Concurrent Sessions #3

10:15 - 11:15 a.m.

Ch. A. "Customer Service—Responding to the Angry Customer"

ES. B. "How to Start an Employee Store"

C. "Coloring Outside The Lines™"

D. "Creating a Flexible Workplace"

E. "Implement Now, Perfect Later"

Concurrent Sessions #4

4:30 - 5:30 p.m.

Ch. A. "Growing Your Membership"

ES. B. "Focus and Control—The Foundation for Good Decision Making" (POS Inventory Management)

C. "Professional Development Through Certification"

WEDNESDAY

April 28, 1999

Concurrent Sessions #5

9:00 - 10:00 a.m.

A. "Employee Services In Great Britain"

ES. B. "Retailing Trends"

C. "Employee Recognition: A Strategy to Fit Your Company's Needs and Culture"

D. "Preparing A Request For Proposals"

E. "5 Ways To Attain Management Awareness"

Concurrent Sessions #6

10:15 - 11:15 a.m.

A. "How Future Technology Will Affect Employee Services"

ES. B. "E-Commerce And The Employee Store"

C. "Have The Time Of Your Life—Make Time Work For You"

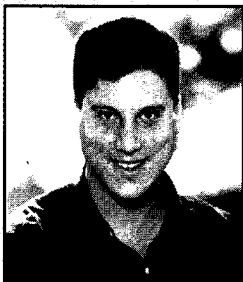
D. "Programming For Multiple Locations/Facilities"

E. "To Be Or Not To Be: Should Contract Employees Be Included In Employee Services Programs?"

Ch.=Chapter Session
ES.=Employee Store Session

What's New!

General Sessions

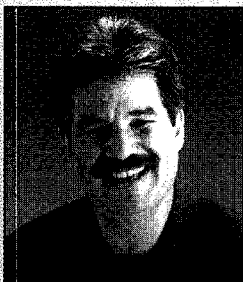


Monday, April 26
9:15-10:45 a.m.
"Managing
Generation X™"
Bruce Tulgan



Thursday, April 29
9:00-10:00 a.m.
"The Future Is In
Your Hands—Coping
With Change"
Keith Powell

Exhibitor Orientation



Monday, April 26
11:00 a.m.-12:30 p.m.
"Coloring WAY Outside
The Lines™"
Jeffrey Tobe

Exhibit Hall

Over 150 exhibitors are expected to attend, providing you with a vast array of new employee services and programming ideas. Exhibitors will display sporting goods; sportswear; resort properties; auto rentals; convention and visitors services; group and individual employee vacation travel programs; health and fitness equipment and programs; theme parks; family entertainment centers; and employee store products. Other suppliers will be available to discuss a number of innovative ideas that can help you enhance your employee services and recreation program.

Concurrent Sessions

This year NESRA is delivering more interactive, concurrent sessions. We reduced the number of general sessions to two and added two more tracks of concurrent sessions. You'll find more workshops and a new and improved Strategy Exchange. This once-a-year event is packed with practical, ready-to-use ideas to make your employee services program even greater.

Conference At A Glance

Sunday, April 25, 1999

9:00 a.m.-9:00 p.m.	Registration
12:00-2:00 p.m.	Employee Store Workshop
2:00-4:00 p.m.	Regional Council Mtgs.
4:30-5:30 p.m.	New Delegate Attendee Session
8:00-10:00 p.m.	All Attendee Reception Poolside

Monday, April 26, 1999

7:30 a.m.-7:30 p.m.	Registration
8:00-9:00 a.m.	Regional Breakfasts
9:15-10:45 a.m.	Opening Session
11:00 a.m.-12:30 p.m.	Exhibitors' Orientation Session (buffet in the Exhibit Hall)
11:30 a.m.-12:30 p.m.	Certification Luncheon (CESRAs, RVESRAs only) (lunch on your own)
1:00-2:00 p.m.	Concurrent Sessions #1
2:15-3:15 p.m.	Concurrent Sessions #2
3:45-6:15 p.m.	Exhibit Hall Grand Opening (dinner on your own)
8:00-10:00 p.m.	"Innovations In Fun" Event

Tuesday, April 27, 1999

7:30 a.m.-6:30 p.m.	Registration (breakfast on your own)
8:00-9:00 a.m.	Spouse/Guest Breakfast
9:00 a.m.-3:00 p.m.	Spouse/Guest Tour (lunch served)
8:30-10:00 a.m.	Strategy Exchange
10:15-11:15 a.m.	Concurrent Sessions #3
11:30 a.m.-1:30 p.m.	Member Appreciation Luncheon
1:45-4:15 p.m.	Exhibit Hall Open (dessert served)
4:30-5:30 p.m.	Concurrent Sessions #4
5:45-6:45 p.m.	Chapter Representatives Reception (evening on your own)

Wednesday, April 28, 1999

8:00 a.m.-5:30 p.m.	Registration (breakfast on your own)
9:00-10:00 a.m.	Concurrent Sessions #5
10:15-11:15 a.m.	Concurrent Sessions #6
11:30 a.m.-1:30 p.m.	Exhibit Hall Grand Finale (box lunch served)
Evening	"Club NESRA" Evening Event

Thursday, April 29, 1999

8:30-10:00 a.m.	Registration
9:00-10:00 a.m.	General Session
10:00 a.m.-Noon	Closing Brunch

NESRA's
58th Annual Conference and Exhibit
Rio Suite Hotel & Casino, Las Vegas, Nevada
April 25 - 29, 1999
Registration Form

Full Name (Print) _____ Common First Name _____

Position _____

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes ____ No ____

Does your company have an employee store? Yes ____ No ____ Do you manage it? Yes ____ No ____

Expected date of Arrival _____ Departure _____

() Please check if you have disabilities and require special services. Attach a description of your needs.

Payment method: check _____ VISA _____ Mastercard _____ American Express _____

Credit card number: _____ Expiration date: _____

REGISTRATION FEES: Please circle amount enclosed.

	Prior to <u>3/19/99</u>	After <u>3/19/99</u>
NESRA Organization Member	\$480	\$495
Non-Member Delegate	575	595
Associate Member non-exhibiting	800	850
Spouse	210	225
College Student	150	165
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371 or fax the registration form with your credit card information to NESRA at (630) 368-1286. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/99. After that date, a refund is not guaranteed.

All room reservations must be made **directly** with the Rio Suite Hotel & Casino. We cannot guarantee room availability after 3/19/99, consequently we suggest you telephone in your room reservation to the hotel at (702) 252-7777. Be sure to state that you are part of the NESRA Conference. The NESRA Conference room rate at the Rio Suite Hotel & Casino is \$106 per night (single or double occupancy). Children under 16 will be allowed in the Exhibit Hall on Wednesday only.

FOR OFFICE USE ONLY

1 2 3 4 5

How To Make Health Your Worksite Priority

Thousands of Companies to Celebrate National Employee Health & Fitness™ 1999



NATIONAL EMPLOYEE HEALTH & FITNESS™

Companies across the country, along with community organizations, schools, universities and national health groups, will participate in the nation's largest worksite health and fitness celebration, set for May 19, 1999. Is your company ready?

National Employee Health & Fitness™ is designated by its founder, the National Association of Governor's Councils on Physical Fitness and Sports. This year marks the 11th annual event.

"If you're physically active with healthy lifestyle habits," says Cindy Porteous, executive director, the National Association of Governor's Councils, "research shows you'll be more productive at work, have lower health care claims

and disability costs and have much higher levels of job satisfaction and morale. Those are easy targets."

The idea of this national celebration is to get people moving—not just one day, but everyday. According to the Surgeon General's Report on Physical Activity and Health, moving means anything from washing the car to gardening or scrubbing the floor. At work, moving can mean taking the stairs, walking, stretching during a break and just about anything that gets you up and moves you around.

"We encourage worksite health planners to stage an event," said Porteous. "Many companies conduct walks, hold brown-bag seminars on

**"We
Encourage
Worksite
Health
Planners To
Stage An
Event"**

By Sandra Wendel

healthy eating and boost general health awareness.”

The Omaha experience: ConAgra, a major food manufacturer in Omaha, NE, heads up the downtown National Employee Health & Fitness Day celebration. ConAgra hosts a huge event in its scenic office park and attracts not only its own employees, but hundreds of other employees from downtown companies. Employees stroll the lakeside area, visit booths set up by health-serving organizations, and try out exercise equipment with local suppliers. They can sample healthy food, eat sack lunches supplied by their employers, take part in dancing demonstrations and participate in other hands-on, healthy activities.

Walk out on your job day: The folks in Kearney, NE, walk out on their jobs on National Employee Health & Fitness Day, and the bosses walk out too! It's a community effort, organized by a family health clinic and supported by nearly every business. The event, now in its eighth year, has become so large, the walk has been rerouted to less-used roads because the walkers were tying up traffic! Employees meet at one point, walk a circular route together, and end up back in a large parking lot for refreshments and raffles. Local businesses donate refreshments, door prizes or funds. The entire event takes just one hour.

Creative Ways To Work-in a Workout

Your worksite events need not be as elaborate or large. Here are some creative ways to “work-in a workout” in your workplace for National Employee Health & Fitness:

Fun and Games

- **Easy:** Ask employees to submit ideas on how to get people moving (and they could be as ridiculously fun as having a scavenger hunt or as practical as staging a company walk). Post the ideas and have employees vote (by e-mail is efficient) on their favorites. Then, DO IT. This idea is brilliant because it takes the burden of planning away from you and helps you gain insight into what your employees would like to do. Save some of the unused ideas for other days.
- **Hole in one:** In Frisbee golf, no one has an advantage because most people have never played this game before. Set up a golf “tee” (in a large area of the building, a gym, down a long hallway or outside, of course) and a “pin” (a large circle on the ground). Employees toss Frisbees and win prizes just for trying. Those who get holes-in-one also win prizes. Use foam Frisbee flyers if you're playing indoors. Buy one foam Frisbee for each person, and it becomes their prize. Variations: Departmental teams can compete against each other, but remember, the idea is to get people moving, not to win.
- **Demonstrate martial arts:** Hold mini-movement workshops with hands-on demonstrations of tai chi, yoga, chi gong, stretching, injury prevention, chiropractic, weight lifting techniques, Dynabands, home equipment, pilates or Jazzercise. Often, local providers will be willing to attend at no cost. Check the phone book for their names, but call at least two months ahead of your event day.
- **Remember childhood games:** Play jump rope, shuffleboard, hop scotch, tetherball, four square, hula hoops, marbles, water balloon fight (use a retro theme). Recruit your wellness committee members to help with these events.
- **Boot camp:** Think of it as family fun day—maybe a Saturday or during a company picnic. Kids and parents (aunts and uncles) play together: wall climbing, obstacle course, tire run, stupid parent tricks, just-as-stupid kid tricks.
- **Too busy to take a break? Having a meeting?** Provide paper plates and balloons. When you take a stretch break, have each person blow up a balloon. Then, use the paper plates as tennis rackets and have a heart-healthy game of group paper plate tennis with the balloons. You'll have trouble getting people to stop! (Use this technique to liven up any boring meeting.)

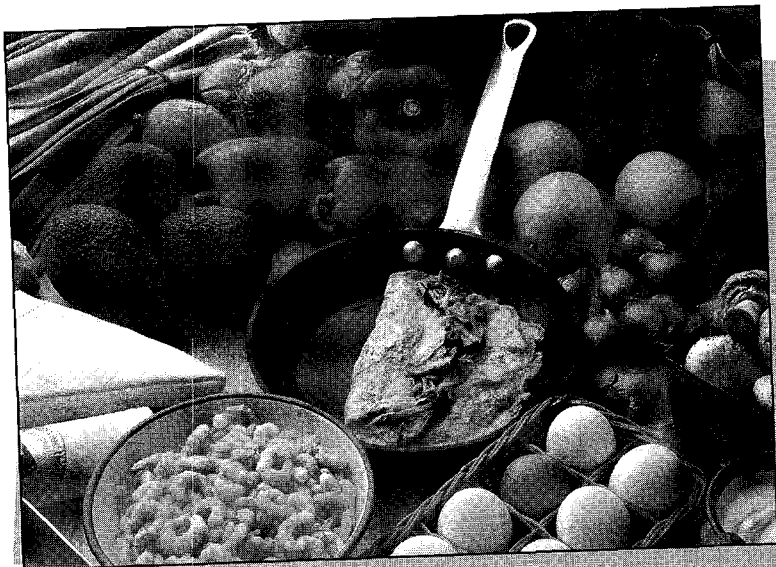


Walks and Talks

The basic walk can be anything but boring with some clever variations:

- Feed walkers during the walk: ice pops along the way, soft drink stations halfway, popcorn and apples at the end.
- Set up simple and quick demonstrations and activities at stations throughout the walk (Red Cross CPR demo., grip strength measurement, stress biodots, healthy recipe taste test).
- Map a course throughout your office complex, manufacturing plant or downtown area. Hand out maps and allow employees to take the tour on their own break time, not as a group. This is a good way to familiarize employees with parts of the company they may not have seen yet. (Build in a stop in the cafeteria for a healthy, free snack or in the health clinic for a blood pressure measurement.)
- Company too big, too spread out, remote sites? Encourage departments to organize their own walks and reward the highest percentage of walkers in a department with a free lunch. At Principal Financial, Des Moines, IA, the all-company walk looked like a political march on the State Capitol. Even the local TV stations showed up to find out the issue. It turned out to be a healthy walk, led by the CEO, just to enjoy a refreshing lunchtime stroll in celebration of National Employee Health & Fitness. The wellness director has since reorganized the walk into individual departments to promote safety and convenience.
- Take a scenic walk before the workday begins. Kaytee Products, Chilton, WI, scheduled a scenic bird walk in a nearby nature park for its 300 employees, who were treated to a breakfast of bagels and juice. This idea was a "natural" for Kaytee, which manufactures wild and exotic bird food. (Rain alternatives: shopping mall, indoor recreation area, gym or YMCA.)
- Get a new leash on life. Invite employees and their families and friends to bring walkable animals (dogs and cats, but you'll be surprised at other entrants). Remember water for the animals and humans. Invite the Humane Society to bring pets who need homes.
- Walk a mile. At McNeil Consumer Products,

Fort Washington, PA, employees guessed how long it would take them to walk a mile. Then, they walked a mile. If they beat their guess-estimated time, they won. Everyone received a participation ribbon.



Free and Other Low-cost Ways To Celebrate

- Make National Employee Health & Fitness a casual day. Allow employees to wear shorts and athletic shoes. You'll guarantee 100 percent participation!
- Ask employees to bring a healthy snack or recipe. At Great Plains Communication near Omaha, NE, employees hold a low-fat pot luck luncheon in the park. The company supplies a giant submarine sandwich.

If you have an on-site fitness center, hold an open house with demonstrations and healthy snacks. (The food will get them there.)

Make Health Your Priority

This year's theme for National Employee Health & Fitness is "Make Health Your Priority." Companies may purchase the official Event Planning Kit and automatically be registered to win over \$50,000 in prizes by contacting the National Association of Governor's Councils on Physical Fitness and Sports. The cost for the kit is \$34.95 plus \$6 shipping and handling. The event planning materials include everything a company needs to celebrate:

- The official site coordinator's how-to guide
- A limited-edition site coordinator's T-shirt
- Samples of clever, low-cost incentive prizes and an ordering catalog

NESRA
official event supporter!

Join thousands of companies, organizations and employees as they make health their priority during the largest worksite health and fitness event in the country

Make Health Your
PRIORITY
anyday & everyday in May

**Get everything you need to make
National Employee Health & Fitness 1999™
a priority at your company!**

Order your Event Planning Kit today and receive:

- ✓ **Site Coordinator's Guide:** filled with...
 - lots of new and different activity ideas for companies, organizations and community events of all shapes and sizes
 - promotional information for company newsletters, e-mail and online publications to make your activities a success
 - complete listing of National Health Observances and national resources for free or low-cost health information
- ✓ **Colorful attention-getting promotional poster**
- ✓ **1999 Coordinator's T-shirt** sporting the NEHF logo
- ✓ **Chance to win** hundreds of incredible prizes from event sponsors and supporters
- ✓ **Plus** – As a registered NEHF site, you'll receive the Bally Total Fitness Let's Get Physical Challenge – an 8-week exercise and health incentive program with ready-to-copy weekly handouts and log forms, promotional materials and completion incentive certificates for all participants.



EVENT SPONSORS

Bally Total Fitness
Medifit Corporate Services, Inc.

EVENT SUPPORTERS

American Institute for
Preventive Medicine
Life Fitness
Mayo Clinic HealthQuest
National Cattlemen's Beef Assn.
NESRA
On-Site Fitness magazine
Precor, Inc.
Pro Industries
Reebok
Schwinn Fitness
Society for Human
Resource Management
Total Gym
Weight Watchers at Work

For More Information or to Order Your Planning Kit:

**National Association of Governor's Councils
on Physical Fitness and Sports**

201 S. Capitol Ave., Suite 560 • Indianapolis, IN 46225
(317) 237-5630 • (317) 237-5632 FAX
www.fitnesslink.com/Govcouncil/
Govcouncil@aol.com

HEALTH & FITNESS

- A colorful, attention-getting poster
- A current listing of all National Health Observances
- PLUS: The complete, easy-to-coordinate Bally Total Fitness Corporation's Let's Get Physical Challenge—an 8-week turnkey incentive program any company can conduct for National Employee Health & Fitness or anytime. Includes ready-to-copy handouts on vital health information.

TO ORDER the Event Planning Kit or for an informational flyer, call (317) 237-5630 or e-mail your request to Govcouncil@aol.com. For more information, see www.fitnesslink.com/Govcouncil/.

Receive Prizes for Participating

New this year—an added incentive: Hundreds of prizes will be given away in a random drawing to companies that purchase the Event Planning Kit. "We are grateful to our event sponsors, supporters and affiliated organizations who have contributed over \$50,000 in prizes, including commercial fitness equipment such as exercise bikes, crosstrainers, a treadmill, and weight units. Hundreds of healthy books, videos, newsletters, T-shirts and brochures are also on the prize list," says Porteous.

In addition, event sponsors Bally Total Fitness and MediFit Corporate Services are providing FREE bonus products to every company. Bally Total Fitness will provide the Let's Get Physical Challenge in every Event Planning Kit. In turn, each employee of companies participating in the challenge receives a free, one-week pass to one of 325 Bally Total Fitness centers located across the country.

MediFit Corporate Services will also give every organization that registers and purchases the official Event Planning Kit a one-year subscription to its monthly electronic health newsletter containing up-to-date health information and research findings.

The National Employee Services and Recreation Association (NESRA) is an official event supporter.



Sandra Wendel is a health-project manager and writer based in Omaha, NE. She coordinated the development of the National Employee Health & Fitness activities for 1999.

Convincing Senior Management of the Value of Employee Services

By Michael Scott

The time is ripe. Never before has there been a greater opportunity than RIGHT NOW to convince senior management of the value of employee services. Why? Because employee services holds the key to the recruitment and retention challenges that are facing many companies in today's tight labor market. So you may ask, "What is that key?" It is one of the common denominators among top performing companies in America. Companies that maximize their investment with this key, consistently outpace their competitors in the areas of profitability and worker productivity. That key is Work/Life Initiatives.

What is senior management looking for when you approach them with a work/life proposal for a new childcare or fitness center . . . or a concierge service . . . or even a full-day seminar on eldercare? To address this issue, we turned to Dennis Kessler, former co-president of Fel-Pro Inc. and current president of Northbrook, IL-based Kessler Management Consulting. In 1997, *Fortune* magazine ranked Fel-Pro fourth in their list of the best companies to work for. Fel-Pro is listed as one of the 10 best companies in the book *The 100 Best Companies to Work for In America* and has received special recognition from Business Enterprise Trust, founded by Norman Lear, for its programs that enhance employees' quality of life.

I asked Dennis to briefly outline what senior management looks for in a work/life proposal. Here are his thoughts.

1. Do Your Homework.

"Before preparing your proposal, begin doing research on how your work/life initiative might have a positive effect on a major business issue like lowering employee turnover or reducing absenteeism. Most important, continue to do

your homework once your initiative has been approved, so you can make any necessary adjustments," says Kessler. "We discovered at Fel-Pro, for example, that there was a marked difference in absenteeism rates, insurance, healthcare and prescription costs among those who didn't work out in our fitness center versus those who did. Undoubtedly, this was a key statistic in our ongoing evaluation of our wellness efforts."

2. Be Solution-Oriented.

"If you can provide senior management with a solid proposal with work/life-related solutions to a major company issue, you will be listened to," says Kessler. "The key here is to convince senior management of the return on investment for the company, whether it be financial or productivity-related, rather than promoting it as a nice employee giveaway." Case in point. Several years ago, while at Fel-Pro, Kessler and the senior management team approved a proposal that provided a summer day camp for their employees' children. This solved a growing issue at Fel-Pro, providing employees who otherwise would have had to quit their jobs over the summer, with a positive, safe environment for their kids while they were at work. Result: lower turnover costs and happier parents.

3. Convince 'em!

You've collected information demonstrating a return on investment for your work/life initiative. You've developed a proposal outlining how that new childcare center or flex-time program solves a major company issue. All that's left is for you to get the ear of senior management and convince them. "Obviously, if you have all of the



Michael Scott, a regular columnist for Employee Services Management, will present "Employee Services' Role in the Work/Life Arena" at NESRA's Annual Conference. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.

key elements of a successful proposal but can't convince them, your initiative will never get off the ground," says Kessler. Your ability to communicate with passion and influence is critical to convincing senior management of the value of your proposal, as well as the role of employee services. Without this final skill, your value as an employee services professional who responds to the work/life needs of your workforce may never be recognized.

"If you can provide senior management with a solid proposal with work/life-related solutions to a major company issue, you will be listened to."

Conclusion

To get management to be more inclined to approve your work/life initiative, you need to research how much your initiative will cost and calculate the return on your investment. Then, present your research, emphasizing the solutions your initiative will bring to the company. Most importantly, you must perfect your speaking skills and present your concept with passion and conviction.

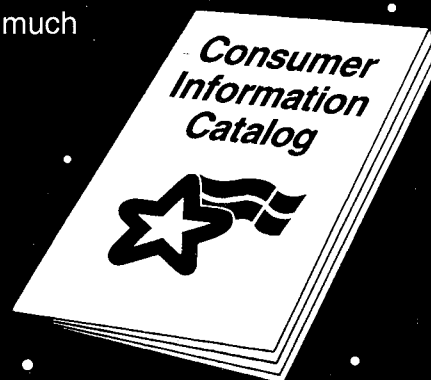


Dennis Kessler will be addressing "5 Ways To Attain Management Awareness" at NESRA's 58th Annual Conference and Exhibit, April 25-29, 1999 at the Rio Suite Hotel and Casino in Las Vegas, NV.

To register turn to page 24.

MAY THE SOURCE BE WITH YOU

Don't let the dark forces of ignorance defeat you. Right in this galaxy you can tap into the source—the free Consumer Information Catalog. It lists free and low-cost federal publications on such stellar topics as saving money, buying a house, educating your children, getting federal benefits, eating right and staying healthy, and so much more.



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www.pueblo.gsa.gov

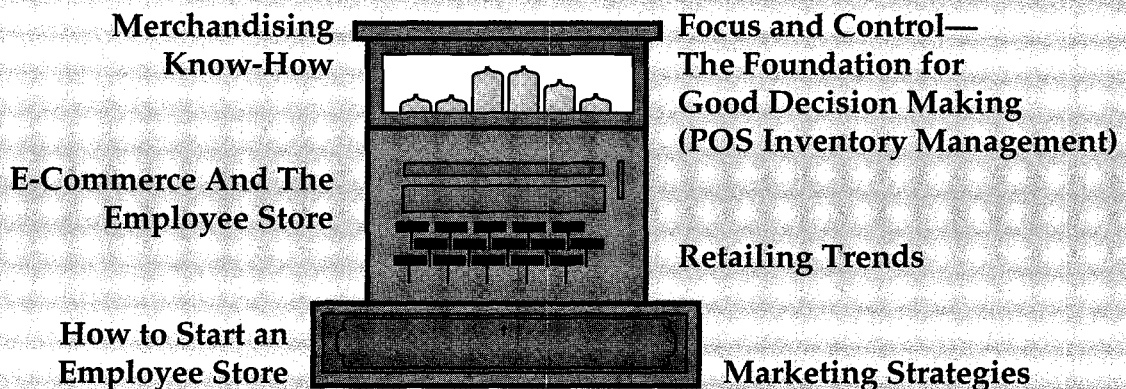
A public service of this publication
and the Consumer Information Center
of the U.S. General Services Administration.

NESRA's 58th Annual Conference & Exhibit presents. . .

MORE For Your Employee Store!

At this year's conference, NESRA provides employee store managers with more interactive concurrent sessions, which means more opportunities to grow and improve your employee store.

Join NESRA peers in tackling the following topics at NESRA's 58th Annual Conference & Exhibit, April 25-29, 1999 at the Rio Suite Hotel & Casino in Las Vegas, NV:



See page 24 to register!



Sponsored by the National Employee
Services and Recreation Association
2211 York Rd., Suite 207
Oak Brook, IL 60523-2371
(630) 368-1280, <http://www.nesra.org>

Employee Store Workshop/Lunch

Join Laurie Allen, CESRA, PepsiCo Inc. in the Employee Store Workshop/Lunch. This idea-sharing, networking session will address:

- intranet and electronic stores
- catalogue programs
- customer service/staffing
- financial considerations

New Year's Resolutions for Your Employee Store

Plan for a Great 1999!

By Laurie Allen, CESRA

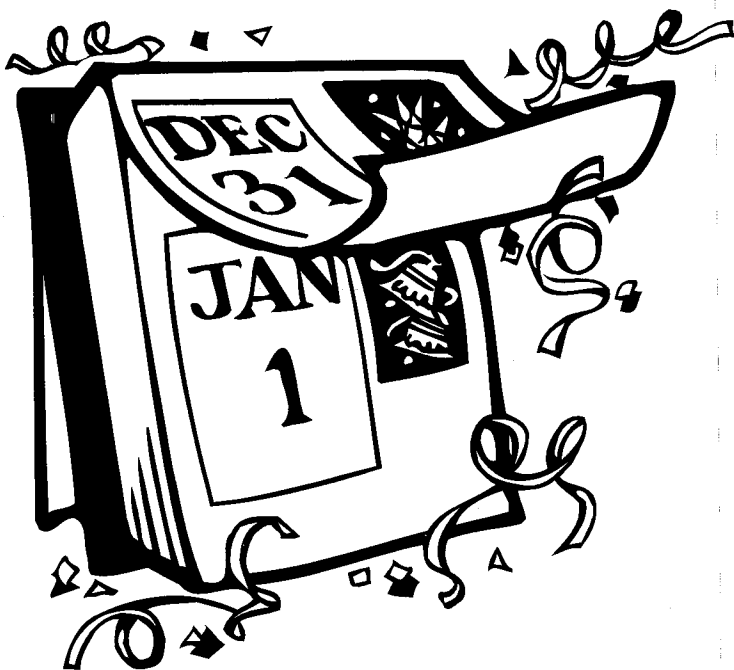
Personally, we plan to exercise more, save more money, eat a better diet and do many other things that can improve our lives. Well, we need goals for our employee stores also. We can benefit from evaluating where we've been and assessing where we want to go.

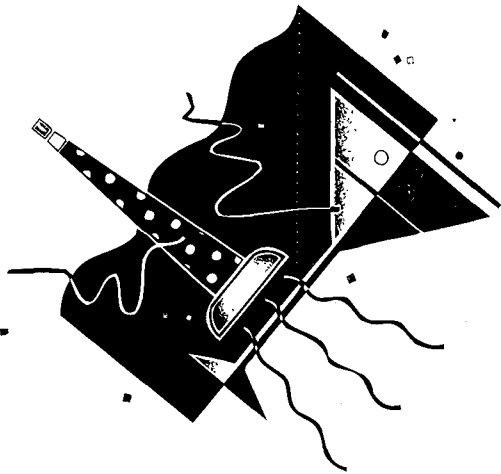
If we answer the following questions about our stores, we might discover a few natural resolutions that can improve our stores' operations. It is time to reflect on and review 1998 and plan for 1999.

- What is senior management's focus? Does our employee store add to or detract from these objectives? Is the store to be a break-even, profitable or subsidized operation? Should it

continue as such? If it is subsidized, by how much? How much subsidy is acceptable?


- What is the culture of your company? How is the morale? Can we strive to boost morale or can we express the company culture more creatively?
- Is your employee base more male or female? Are they a group dressed in typical business attire or casual gear? Is the employee base transient or constant? What is the age range of your customer base (of all employees?) Has this changed since the last time you examined it? Will it remain the same in 1999? What products and services does this group want/need from our employee stores? Can we make a resolution to carry new items?
- What other services does our company offer? Do we have internal competitors? Is there a way we can better position our stores against these competitors?
- What has happened at our company in the past and what will happen in 1999 that increases the need for our store to be a critically positive environment?
- Is it time for a survey? What would we like to learn about our customers? Can we talk with other company departments to administer our survey at a separate time from other measuring instruments? Are we overwhelming our employees with surveys? Can we conduct focus groups during lunch or in the cafeteria, or ask employees to complete a short survey?
- When we look at 1998 results, can we detect areas of improvement?
 - What were total annual sales?
 - What is the breakdown of sales by category such as clothes, gifts, cards, candy, etc.?





generate a profit? Were our results in line with the company's expectations for this service?

Conclusion

Taking a look at our stores from this perspective allows us to better plan for changes and new beginnings for the new year. If we use these guidelines, in addition to our own store guidelines, to develop our plans, 1999 can be a great year for our employee stores. 

Laurie Allen, CESRA, is manager of travel and merchandise services, PepsiCo Inc. world headquarters, Purchase, NY. She manages the corporate and leisure travel services as well as the corporate store, dry cleaner, outside vendor program, craft fair, and shoe shine services. Allen can be reached at (914) 253-2144.

- Why did we (or didn't we) do well? Can we secure a specific item for a holiday-related promotion, other promotion or emerging trend (beanies, expectant mothers) next year?
- Remember the 80/20 rule of thumb: Eighty percent of our business comes from 20 percent of our inventory. We must know our key items and key categories. Knowing who that 80 percent is will help us focus on what we must have in stock and displayed well.
- Have we developed a marketing plan by month? There are the obvious holiday promotions, but we need to create other reasons for people to come into our stores.
- Look at the operating budget. Did we exceed expenses? Meet plans? What was our bottom line? Did we break even, lose money or



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BUYER'S GUIDE UPDATE

Here's a listing of new National Associate Members. Keep these updates with your complete Buyer's Guide, published in the July, 1998 issue of ESM or view our updated Buyer's Guide at www.nesra.org.

Resort Marketing International

6880 Lake Ellenor Dr., Ste. 201
Orlando, FL 32809
(407) 532-1488
(407) 532-1395 FAX
E-Mail: chayes@sunterra.com
Contact: D. Christian Hayes

Resort Marketing International offers extremely competitive rates for Florida hotels and luxury resorts. Great prices, great locations, great vacations!

Vacation Destinations

2520 S. Atlantic Ave.
Daytona Beach Shores, FL 32118
(877) 761-0777
(904) 761-7401 FAX
Contact: Jay Ruberg

Vacation Destinations offers discounted hotel, resort and condominium accommodations in St. Augustine, Daytona, Orlando, Cocoa, and the Tampa-St. Petersburg area. NESRA members receive 30-50 percent off the regular rack rates.

Tollman Hundley Hotels

5820 W. Irlo Bronson Hwy.
Kissimmee, FL 34746
(407) 396-8669
(407) 396-1228 FAX
E-Mail: BBenn12345@aol.com
Contact: Kimberly Haddocks

Tollman Hundley Hotels offers five unique hotels catering to group and individual travelers. Choose from budget, moderate and first class hotels near all major attractions. One- and two- bedroom family suites are available at affordable prices. We offer buy-one-get-one-free admission tickets to select area attractions.

Venquest Hotels

18700 Mac Arthur Blvd.
Irvine, CA 92612-1478
(949) 833-2770
(949) 757-0330 FAX
Contact: Doreen Skuse

Venquest represents unique hotels located in the prime vacation areas of Irvine/Newport Beach and Long Beach, CA and Denver, CO. Ideally located with easy access to major attractions and sports events, each Venquest hotel offers substantial discounts to NESRA Members. Call now for locations and available discounts.



YOU OUGHT TO BE IN PICTURES



NESRA members have outstanding ES&R programs and Employee Services Management would like to feature more photos of you and your programs.

Each month we will request photos related to a specific employee services topic, so watch for the topics that will showcase your department's programs and send in your photos. You just might find your company in the next issue of *Employee Services Management*!

This month's photo category: **Employee Recognition**

Rules & Requirements:

- Affix a label on the back of each photo with your name, company, address, phone number and a one sentence caption describing the photo.
- Please do not write on the back of the photo with ball point pen or pencil.
- All photos should be clear and focused.
- All photo sizes are welcomed.
- Photos can be color or black and white.
- Photo negatives are not needed.
- Do not paper clip photos.

Please send photos to: Renee Mula, NESRA Headquarters
2211 York Rd., Ste. 207, Oak Brook, IL 60523

Update your '98 *NESRA Buyer's Guide* by noting these changes:

◆ **The Book Company** (Merchandise)
change of contact: Loren Weisman

◆ **Cendant Corporation** (Hotels)
change of contact, address, phone,
fax and e-mail: Steve Clary, 339
Jefferson Rd., Parsippany, NJ
07054, (973) 496-2329, (973) 496-
1084 FAX, steve.clary@hfsinc.com.

◆ **Delaware North Parks Services**
(Travel) change of contact:
Charlene Walters.

◆ **Factory Direct, Inc.** (Merchandise)
change of address, phone and fax:
265 Quarry Rd., Lancaster, OH
43130, (740) 654-1611,
(740) 654-3261 FAX.

◆ **Florida Keys & Key West Tourist
Development Council (TDC)**
(Visitors) change of contact:
Catherine Smiley.

◆ **Freestyle Sports Marketing**
(Discount Cards) change of busi-
ness name and additional phone
number: World Ski Association,
(303) 936-6348 ext. 211.

◆ **General Security Services Corp.**
(Specialty) new contact:
Christine Chrastek.

◆ **Hotel Reservations Network** (Hotels)
change of address, phone and fax:
12000 Biscayne Blvd., Ste. 216,
Miami, FL 33181, (305) 892-6880,
(305) 892-4443 FAX.

◆ **The Inn At Maingate** (Hotels) change
of business name and contact:
Doubletree Orlando Resort &
Conference Center, Keith Cooper

◆ **Inventive Incentive Advertising Co. Inc.**
(Merchandise) change of address:
2337 LeMoine Ave., Ste. 5, Ft. Lee,
NJ 07024.

◆ **Konica Quality Photo (West)**
(Photofinishing) change of business
name: Konica Photo Imaging.

◆ **Lake Powell Resorts & Marinas/ARAMARK**
(Hotels) change of business name:
ARAMARK Inc.

◆ **Loews Theatres Special Products**
(Family) change of business name,
contact and e-mail: Loews Cineplex
Entertainment Special Products,
Angelique Danikian,
sonyloews@aol.com.


◆ **Princess Vacations/Bahamas Princess
Resort & Casino** (Travel) change of
business name and e-mail:
Princess Bahamas Vacations,
judd@prinvac.com.

◆ **Radisson Resort Parkway** (Hotels)
change of contact and e-mail:
Lara Redmond,
Lredmond@RadissonParkway.com.

◆ **Riverside Resort Hotel & Casino**
(Hotels) change of contact:
Mike Scanlon.

◆ **Universal Studios Hollywood** (Family)
change of Susan McCloskey's
phone, fax and e-mail: (818) 622-
3791, (818) 622-0168 FAX,
susan.mccloskey@unistudios.com.

◆ **Walt Disney's Magic Kingdom Club**
(Family) change of contact and
phone number: Lisa Goldman,
(714) 781-1841.

◆ **Windmill Inns of America** (Hotels)
change of contact and address:
Cathlene Wasson, 15220 N. 75th
St., Scottsdale, AZ 85260. 

National Academy of Human Resources Announces its Seventh Class of Fellows



The 1998 Fellows are (front row, left to right) Michael Beer, Hilary C. Pennington, Elizabeth "Libby" Ann Pedrick Sartain, Cutris R. Artis; (back row, left to right) J. Randall "Randy" MacDonald, Charles G. Tharp, Madelyn Pulver Jennings, R. Roosevelt Thomas Jr., and Richard W. Hallock.

The National Academy of Human Resources (NAHR) recently installed its seventh class of Fellows, an honor considered the most prestigious in the field of human resources.

The eight Fellows of the 1998 class represent a wide range of professional backgrounds and are among the field's top practitioners and scholars. Madelyn Pulver Jennings, a member of the Inaugural Class of 1992, was named 1998 Distinguished Fellow, the Academy's highest honor.

"The 1998 Class of Fellows continues NAHR's tradition of recognizing the nation's top HR leaders," says William Stewart Johnson, president of NAHR. "The Academy is proud to

welcome these outstanding individuals as Fellows. Their dedication to professional excellence enhances this organization as we collaborate to advance the work of the profession."

1998 Distinguished Fellow:

- Madelyn Pulver Jennings, retired senior vice president, personnel, Gannett Company, Inc.—Fellow Class of 1992

The 1998 NAHR Fellows are:

- Curtis R. Artis, senior vice president, human resources, Lucent Technologies
- Michael Beer, Chaner-Rabb professor of business administration, Graduate School of Business, Harvard University

- Richard W. Hallock, executive vice president, human resources, Occidental Petroleum Corporation
- J. Randall MacDonald, executive vice president, human resources and administration, GTE Corporation
- Hilary C. Pennington, president, Jobs for the Future
- Elizabeth "Libby" Ann Pedrick Sartain, vice president—people, Southwest Airlines Company
- Charles G. Tharp, Ph.D., senior vice president, human resources, Bristol-Myers Squibb Company
- R. Roosevelt Thomas Jr., Ph.D., chief executive officer, R. Thomas Consulting & Training


1998 Honored Organization:

- Society for Human Resource Management (SHRM)

Academy members select Fellows based on the individual's achievements, sustained excellence, and contributions to the broad field of human resources. The Fellows are from a variety of public, private and nonprofit organizations. In addition to HR practitioners, candidates eligible for NAHR Fellowship include those in HR-related disciplines, such as scholars, lawyers,

journalists, and consultants, whose contributions warrant their peers' recognition.

The National Academy of Human Resources was established in 1992 and recognizes individuals and institutions in human resources for sustained outstanding professional achievement and contributions to the field. Through Academy Foundation-sponsored educational programs and research projects, the NAHR also plays a key role in expanding the knowledge base of HR and supporting professional human resource achievement.

Since its inception, the NAHR has honored 69 human resource professionals as Fellows. The Academy has also named five individuals as Distinguished Fellows, NAHR's highest honor: Howard V. Knicely, executive vice president, human resources and communications, TRW Inc. (1997, Fellow Class of 1992); Walton E. Burdick, retired senior vice president, personnel, IBM Corp. (1995); the Honorable John T. Dunlop, Harvard professor and former U.S. secretary of labor (1994); William Emerson Brock, former U.S. senator and secretary of labor (1993); and Frank P. Doyle, retired executive vice president, General Electric (1992). 

For more information, contact William Stewart Johnson, president of the Academy, at: (505) 983-5603, fax: (505) 989-1556, e-mail: NAHRJOHNSO@aol.com or NAHR, P.O. Box 4577, Santa Fe, NM 87502-4577.

In Next Month's Issue of ***EMPLOYEE SERVICES*** **MANAGEMENT**

Cover Story features Trends in Technology in Employee Stores

Maximize Your NESRA Conference Experience

Plus: Destinations in Florida Supplement

Use this worksheet to determine your company's distance learning needs, as discussed on pages 39 and 40.

DISTANCE LEARNING TRAINING NEEDS CHECKLIST



PURPOSE:

- To evaluate the potential for benefits from the implementation of distance learning.
- To identify training challenges that might be overcome through the use of distance learning.

- ☐ What are your organization's strategic objectives? (Distance learning efforts should be closely connected to these.) _____

- ☐ Who is your training audience? _____

What is the total number of employees, organizational members, or others that you are trying to reach with your training and education? _____

- ☐ Where is your training audience located? _____

How many regional or field offices? _____

- ☐ Of your total training audience, how many do you currently teach or train each year? _____

What is the percentage? (Current throughput divided by total audience) _____

Of the percentage trained, how many will have different responsibilities within 12 to 18 months? (Leave company, promotions, retirement, etc.) _____

If you are reaching less than 50% of your target audience annually, your organization may benefit from distance learning.

- ☐ What are some of the constraints that limit the total number of people trained? _____

Travel budget _____

Time required away from worksite _____

Size or cost of training facilities _____

Availability of instructors and subject matter experts _____

If any of these constraints apply, your organization may benefit from distance learning.

- ☐ Do you have information or training that needs to be disseminated in a timely manner? ☐ Yes ☐ No

If yes, how do you currently accomplish this? _____

Does it meet your timelines effectively? ☐ Yes ☐ No

If no, your organization may benefit from distance learning.

- ☐ What is the average annual cost per learner for your current method of delivering training and education? _____

Are you interested in decreasing the average annual cost per learner – not the annual training budget – but a decrease in the cost per learner while maximizing effectiveness? ☐ Yes ☐ No

If yes, your organization may benefit from distance learning.

the question and the teacher's response.

Later, students can obtain the text in written form to review for tests.

Some advantages of Web-based training are that the materials can be updated regularly and, once the software is purchased, it is inexpensive to distribute the information. On the other hand, learners and trainers must be computer literate to use this program.

Audio Teletraining

Audio teletraining is a basic form of interactive distance learning, where the instructor and students can hear one another and interact through an audio conferencing unit. An advanced version of the speaker phone, the audio conferencing unit plugs into a standard telephone wall jack, has a keypad for dialing and includes a speaker that allows each student to hear the instructor and other students.

This concept works best when the instructor gives the students materials to review in advance, such as workbooks or videotapes. Then, the instructor can refer to these materials when speaking on the audio conferencing unit. Audio teletraining is inexpensive, and easy to set up, and equipment know-how is minimal. This process is not appropriate for training that requires any visual aides or demonstrations.

Interactive Television

Interactive television is a valuable distance learning technology for employees dispersed over a large geographical area and when the trainer uses video instruction. A private satellite network is used to transmit video of the instructor to the students. The instructor cannot see the students, but s/he can interact with them. Interactive television requires a satellite dish and a Web connection or keypad system for interaction with the instructor. Instructors can add outside programming for curriculum variety. PBS The Business Channel, is a resource for interactive television programs.

Interactive television does require extensive equipment, including the installation of satellite downlink dishes at remote sites, but the concept is considered cost-effective for large audiences. Learners from several different locations can interact with the instructor at the stroke of the response pad.

Video Teleconferencing


With this final method of distance learning, both the instructor and the learners can see and hear one another through the two-way transmission of video and audio. You may have seen a similar method used for television interviews, where the person being interviewed was not present, but they are shown on a television monitor as interviewed via satellite.

Video teleconferencing uses three cameras, one displayed at the front of the classroom where the instructor sits, a second one displayed for visual aid materials, and a third set-up where the students sit. Each camera's angle can be controlled at the instructor site or the student site.

Large television monitors are placed at both locations, allowing each party to see one another and interact. The instructor site usually has a VCR so that videotaped information can be viewed at each location. This method makes it possible for several teachers to instruct from different locations.

The advantages of video teleconferencing include the ability for both parties to interact by seeing and hearing one another, however, the costs of equipment and transmission are high.

Conclusion

If you are interested in using technology to revamp your employee training program, you may want to research one or a few of these methods more extensively. Use the worksheet on page 38 to determine your company's needs. Find out your budget for employee training and compare your current training costs with those of the distance learning methods of your choice. If your business does not require extensive training, distance learning may not be necessary. However, if your company trains employees on a regular basis, or educates valued employees frequently, you may want to consider distance learning. 

For more information on methods used for distance learning, call Ann Boland, vice president, COO, PBS The Business Channel, at (888) 822-8229 or visit www.pbstbc.com.

**Use The
Worksheet On
Page 38 To
Determine Your
Company's
Needs**

Training Employees With Technology

**Advances In
Technology
Are
Providing
Trainers
With An
Increasing
Amount Of
Options**

If you are looking for an innovative way to train and educate your employees, without having to send them away from the office, you may want to try distance learning. Many organizations are using this new technology-assisted concept to train employees through a "virtual classroom" experience held at the worksite. The distance learning process promises to add structure to the training process and save the company time and money. PBS The Business Channel, a nonprofit public television corporation, is one outlet currently offering the distance learning program via satellite and the Web. Read PBS's presentation of distance learning to discover if one of these training program methods is suitable for your organization.

How Does Distance Learning Work?

Distance learning uses several different technologies to train employees. Learners interact with the instructor, however, they do so through the various communication mediums, rather than within the walls of a classroom. This circumstance allows employees from different site locations to learn the same educational material. The distance learning program promises to add structure to the training process by helping the business to identify training needs, provide training opportunities, track progress, assess achievement and certify completion.

Which Technology Is Best For You?

Advances in communications technology are providing trainers with an increasing amount of media delivery options. But, how do you know which method to choose? Keep in mind that each method requires an investment in technological equipment. It is important to research all

options and determine which communications outlet will give you the greatest return on your investment. Here are some media delivery options.

Web-Based Training

This method allows the learner to use the Internet as an "electronic campus," where the learner can use the computer mouse to click on windows used to interact with other students, instructors, reference materials and training sessions. Internet "browser" software provides the learner with information screens, photos, video and sound. This type of software can also be set-up as a particular business's personal internet system, called an intranet. An intranet system contains information only accessible to your company. Here are a few of the features offered through internet/intranet training:

- **Online Courses and Textbook Information.** Learners do not need to buy textbooks or workbooks for these classes. The teacher will post documents on the Internet and the students can access them directly. The materials offer the reader computer/student interaction and animation.
- **Interactive Quizzes.** Students complete multiple choice quizzes online. The computer program generates immediate feedback on the student's answers.
- **Live Computer Conferencing.** The instructor sets up a "chatroom" on the Internet, where all students can log on at a given time and communicate with one another simultaneously. As the instructor displays the information on the screen, students instantly read it and respond with a question. Everyone logged onto the chatroom will see

(continued on page 38)

NESRA CHAPTERS

Northeast Region

National Director

Quintin Cary, CESRA,
(703) 697-3816
FAX (703) 693-7311

Regional Director

Marci Kinnin, CESRA,
(860) 726-5959
FAX (860) 726-5920

Maryland NESRA/

Baltimore, Maryland.
Neal Siebold,
(410) 234-6173
FAX (410) 234-5544

LFRA/Washington, D.C.

Rudy St. Louis,
(202) 565-1590
FAX (202) 565-9016

MARES/Boston,

Massachusetts. Melinda
Gilmore, (508) 252-4197
FAX (508) 252-4199

NESRA-Connecticut/

Hartford, Connecticut.
Marci Kinnin, CESRA,
(860) 726-5959
FAX (860) 726-5920

NESRA of Erie/Erie,

Pennsylvania. Tom
Whitford, (814) 456-8511
x2519 FAX (814) 454-7445

NESRA NJ/

Newark, New Jersey.
Mary Lou Panzano,
RVESRA, (973) 802-2913
FAX (973) 802-5466

NESRA/New York City/

New York, New York.
Gloria Roque, RVESRA,
(212) 456-5250
FAX (212) 456-5480

NESRA-Niagara

Frontier/Bufalo, New
York. Judy Rath,
(716) 686-2532
FAX (716) 686-2522

NESRA of the

Washington D.C. Area/
Washington, D.C. Aletha
Woodruff, (301) 924-0198
FAX (301) 924-0198

PHIL/AERS/Philadelphia

Pennsylvania. James
Alexander, CESRA,
(609) 547-8284
FAX (609) 547-8284

SPERA/York,

Pennsylvania.
Barb Spurlock, CESRA,
(717) 851-2321
FAX (717) 851-3375

Southeast Region

National Director

Cindy Jameson, CESRA,
(813) 797-1818 x206
FAX (813) 791-3459

Regional Director

Debbie Colston,
(502) 627-2503
FAX (502) 627-2259

NESRA of Augusta

Georgia/Augusta,
Georgia. John Felak,
CESRA, (803) 642-0314
FAX (803) 642-2322

NCTC of NESRA/

Research Triangle Park,
North Carolina.
Gwen Solomon,
(919) 990-2166
FAX (919) 549-9138

NESRA of Central

Florida/Orlando, Florida.
Ralph Recht, RVESRA,
(407) 855-6161
FAX (407) 855-6884

NESRA of Northeast

Florida/Jacksonville,
Florida. Marilyn Berleue,
(904) 549-3553
FAX (904) 549-3558

NESRA South Florida/

Ft. Lauderdale, Florida.
Gloria Murphy,
(305) 625-5388 x338
FAX (800) 233-7990

North Carolina Foothills

Chapter of NESRA/
Charlotte, North Carolina.
Nina Greene,
(828) 326-8350
FAX (828) 326-8236

River City NESRA/

Louisville, Kentucky.
Debbie Colston,
(502) 627-2503
FAX (502) 627-2259

Tampa Bay/Suncoast/

Tampa, Florida. Brenda
Geoghagan,
(813) 870-8707
FAX (813) 875-6670

Midwest Region

National Director

Mickey Alderman,
CESRA, (248) 589-0334
FAX (248) 435-0515

MERSC/Minneapolis-

St. Paul, Minnesota.
Sue Shepherd,
(651) 459-1482
FAX (651) 459-2054

MESRA/Detroit,

Michigan. Janet Frank,
(313) 222-3025
FAX (313) 964-5087

NESRA of Central

Indiana/Indianapolis,
Indiana. Willadean
Duncan, (317) 244-3660
FAX (317) 244-1247

NESRA-Chicago/

Chicago, Illinois. Joanne
Mueller, (630) 990-2714
FAX (630) 572-0885

NIESRA/Warsaw,

Indiana. Char Bucher,
(219) 267-3251 x244
FAX (219) 267-3884

PEERS of NESRA/

Bloomington, Illinois.
Karen Huber, RVESRA,
(309) 663-3619
FAX (309) 663-3186

Gateway Chapter of

NESRA/East Alton, Illinois.
Linda Watson,
(314) 232-1066
FAX (314) 232-9365

NESRA-EOWP/

Warren, Ohio. John
Roberts, (330) 740-8130
FAX (330) 746-2909

Wisconsin NESRA/

Milwaukee, Wisconsin.
Sue Rowe,
(414) 931-3324
FAX (414) 931-3807

Southwest Region

National Director

John Rath, CESRA,
(972) 334-5910
FAX (972) 334-6378

NESRA of Southeast

Texas/Houston, Texas.
Linda Taylor,
(281) 366-2426
FAX (281) 366-7440

NESRA of North Texas/

Dallas/Ft. Worth, Texas.
Leslie Curran,
(214) 819-3377
FAX (214) 634-1633

NESRA of Colorado/

Denver, Colorado.
Lori Sharp, CESRA
(303) 977-6750
FAX (303) 977-3293

NESRA of San Antonio/

San Antonio, Texas.
Denise Staudt, CESRA,
(210) 476-4151
FAX (210) 476-4656

South Central Region

National Director

Pam Tessitore, CESRA,
(602) 336-3891
FAX (602) 277-8588

Regional Director

Ron Smith, CESRA,
(602) 930-2840
FAX (602) 931-9651

AIRC/Burbank,

California. Kim
Crookston, RVESRA,
(805) 253-5938
FAX (805) 253-5565

ESROC/Orange County,

California. Phyllis Smith,
CESRA, (626) 913-4014
FAX (626) 964-7242

GLAAIRC/Los Angeles,

California. Dick Miller,
(310) 970-7012
FAX (310) 676-3856

NESRA Chapter of

Southern Arizona/
Tucson, Arizona. Debbie
Bruns,
(520) 577-4005
FAX (520) 577-2074

NESRA of Greater

Phoenix/Phoenix, Arizona.
Ron Smith, CESRA,
(602) 630-2840
FAX (602) 931-9651

NESRA of Oregon/

Portland, Oregon.
Carla Williams,
(541) 683-9009
FAX (541) 683-9664

NESRA of the Bay Area/

San Francisco, California.
Nancy Walter, CESRA,
(925) 356-8694
FAX (925) 356-1141

NESRA of Greater

Sacramento/
Sacramento, California.
Doug Chadboyrne,
(530) 532-4144
FAX (530) 532-4122

NESRA of the Inland

Empire/Riverside and San
Bernardino, California.
Gerald Toerner, RVESRA,
(909) 937-5239
FAX (909) 937-5215

NESRA of San Diego/

San Diego, California.
Maria Gobbi,
(760) 722-5844
FAX (760) 722-5844

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Seattle/Seattle,
Washington. Kathy Kauno,
(206) 615-7130
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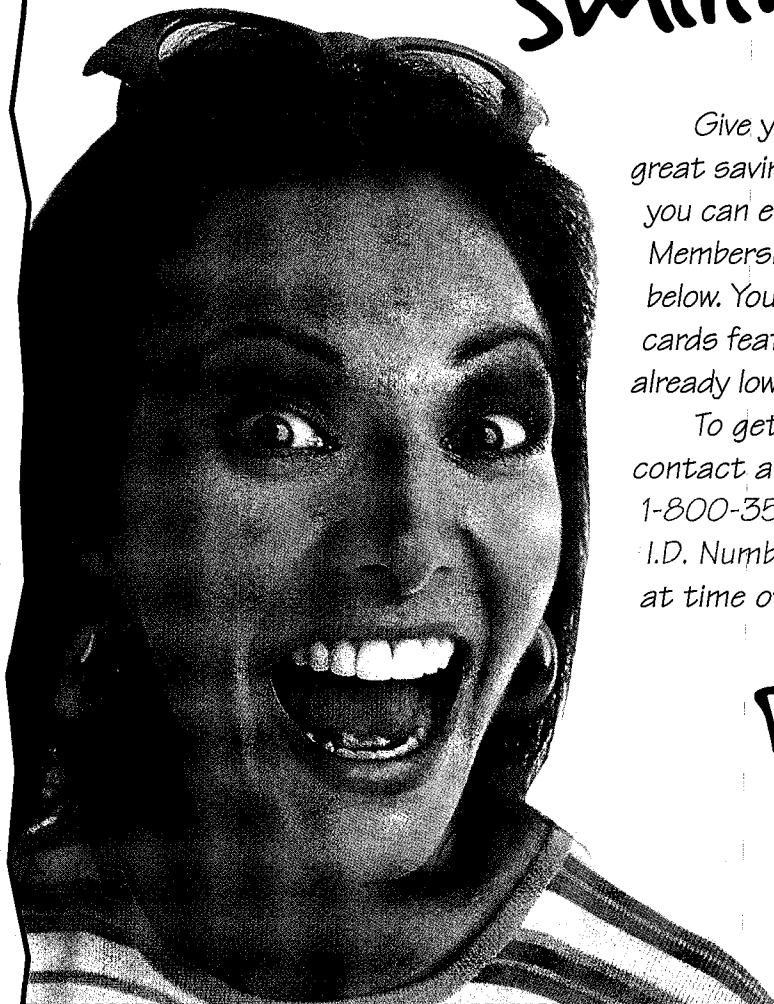
SGEAA/San Gabriel,

California. Ken Custer,
(626) 812-2164
FAX (626) 969-3518

SNESRA/Las Vegas,

Nevada. Nancy Moore,
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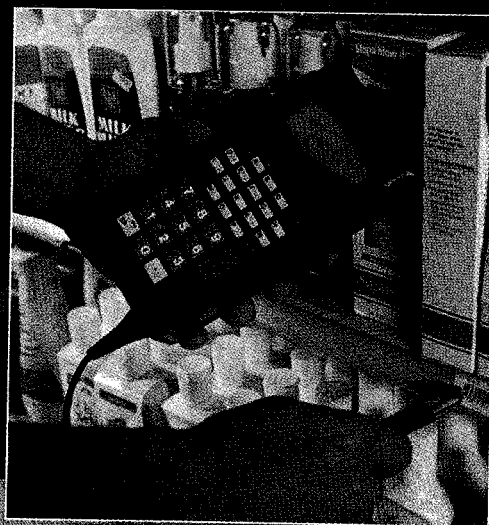
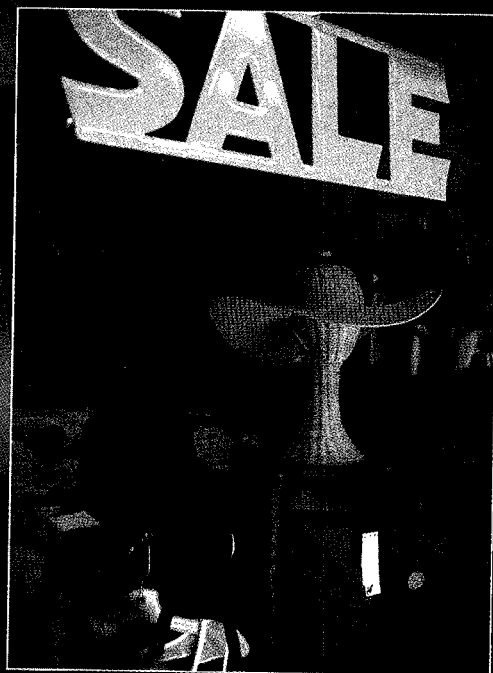
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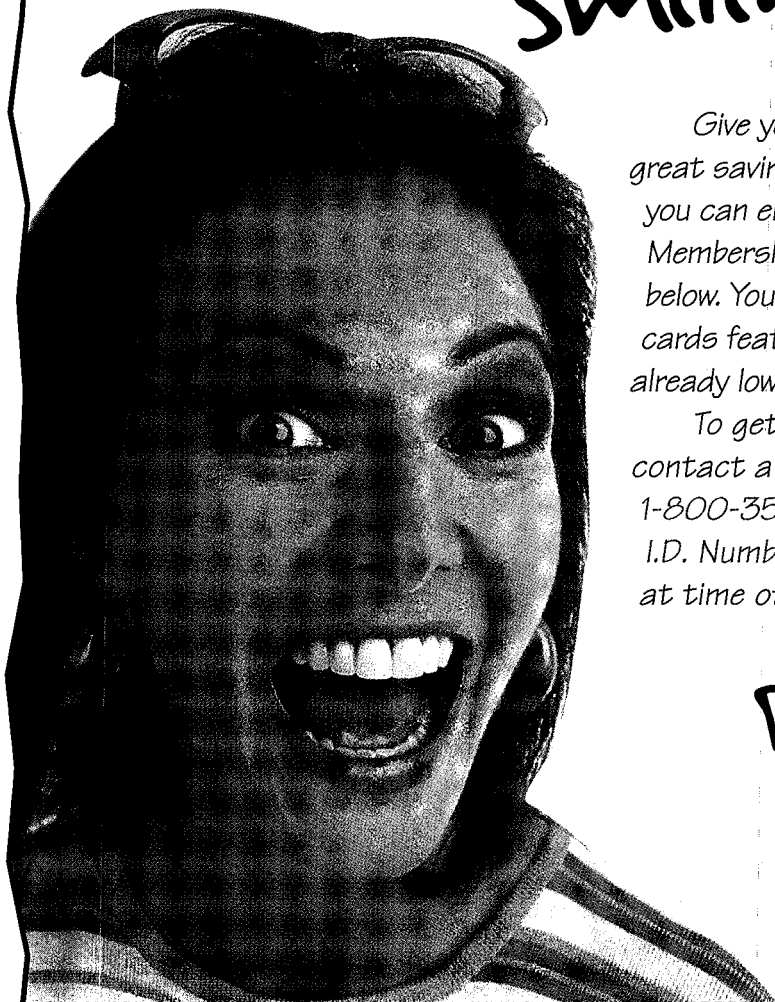
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Upgrading Technology In Your Employee Store



Plus, What's In & Out For '99

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EMPLOYEE SERVICES

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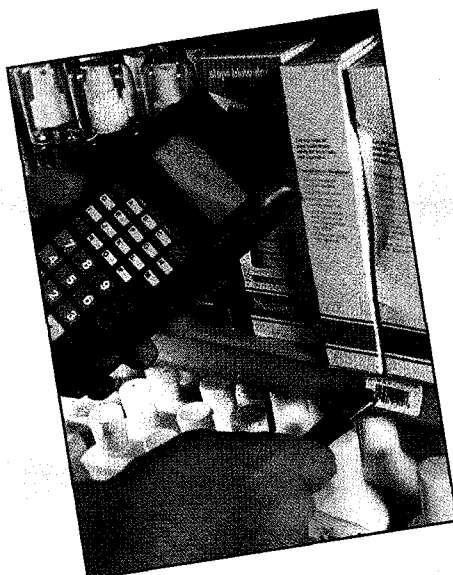
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March 1999

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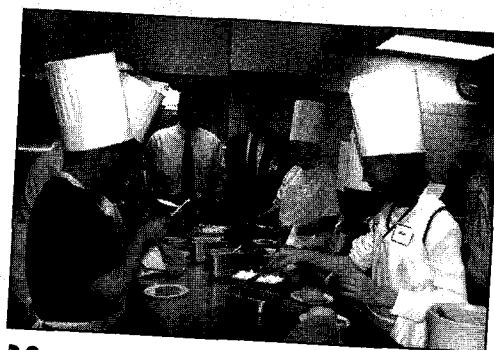
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By Heidi Burbage

35 NESRA's 58th Annual Conference & Exhibit

View the conference schedule and sign up today to bring back new skills and techniques for your employee services program.

Electronic Etiquette

By Renee M. Mula

Technology has come a long way in the workplace. With the increased use of fax machines, voicemail, beepers, cell phones, e-mail, and websites, employees are able to communicate in ways never imagined before. And, a lot of these devices have made it easier, quicker and cheaper to say what we want to say. Nevertheless, we have all experienced a time when technology has failed us, rendering us helpless until we can obtain systems support.

Not long ago, I called to schedule a doctor's appointment. To my amazement, I was told that I would have to call back within the next few days because they did not have next month's schedule up on the computer yet. Next month was only a few weeks away! It was not until five days later that I could finally schedule an appointment. Luckily this particular doctor isn't fielding 911 calls.

Have you ever felt as though a company was avoiding you by hiding behind technology? Recently, I decided to look into taking Swing dancing lessons. In the old days, I probably would have checked the phone book and called around. Nowadays, I am able to look up this information on the Internet. I found the website of a dance group that offers classes. As I read on, the website instructed me to call the listed hotline number for upcoming class times and dates. Later, I called the hotline and the recording said, if you're interested in taking classes, e-mail John Doe and he will send you information as it becomes available. Wow! I think I just got the high-tech runaround.

It is obvious that employees rely on technology to get their messages across and to perform tasks, but are we providing our clients with a disservice at the same time? Do we rely on technology so much that when technology holds us up, we can no longer be efficient? And, how does this make our clients feel?

Consider reviewing this issue when updating your website, voicemail, or employee store systems. Develop departmental guidelines for technological etiquette when servicing clients. For example: "employees must respond to client e-mail requests within 24 hours" or "when the computerized appointment book breaks down, we will use the paper schedule book." Perhaps a written disaster plan can be put in place for situations when technology is unreliable.

Keep in mind, during these struggles, that employee services remains the key role in getting back to the basics of employee communication. We are the human side of business that links employees together.

What are employees wearing to work these days? Do you have a strict or unfair dress code; or are your coworkers donning casual wear? E-mail me with your opinions on today's office attire at reeneemula@nesra.org.

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M A N A G E M E N T

Publisher

PATRICK B. STINSON

Director of Communications

CYNTHIA M. HELSON

Editor

RENEE M. MULA

Designer

DALE DODSON

Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd.
Solon, OH 44139
(800) 335-7500 (440) 349-3353
Fax (440) 349-3447
E-Mail: bashian@idt.net

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.
Solon, OH 44139
(440) 498-9297
Fax (440) 498-9298
E-Mail: abvsales@aol.com

ROBERT H. KRUEH

Box 234
Fulton, MD 20759
(301) 924-4473
Fax (301) 854-2464
E-Mail: rhkrueh@mindspring.com

Editorial Advisory Board

DICK BECKER, CESRA

American Family Insurance

JOSEPH J. BANNON, Ph.D.

Management Learning Laboratories

CRAIG FINNEY, Ph.D.

California State University

BRENDA GEOGHAGAN

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GLORIA ROQUE, RVESRA

ABC, Inc.

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McDonnell Douglas—
Employee Auxiliary Services

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NESRA Offices



NESRA

NATIONAL EMPLOYEE SERVICES
AND RECREATION ASSOCIATION

NESRA Headquarters

2211 York Road
Suite 207
Oak Brook, IL
60523-2371

(630) 368-1280

(630) 368-1286 FAX

<http://www.nesra.org>
nesrahq@nesra.org

Western Field Office

18530 Dancy Street
Rowland Heights, CA 91748
(626) 913-4014
(626) 964-7242 FAX
NESRAFO@aol.com
Serving states west of the
Mississippi River

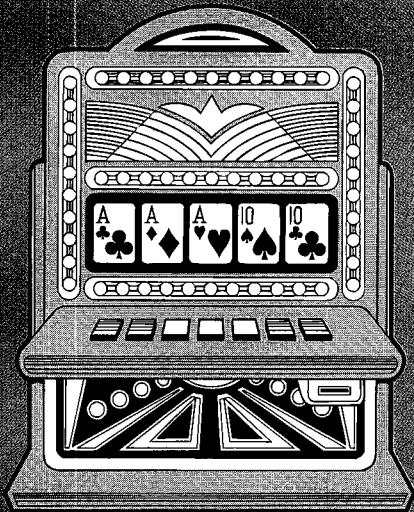
Eastern Field Office

4501 Oakcreek St., #101
Orlando, FL 32835
(407) 297-1090
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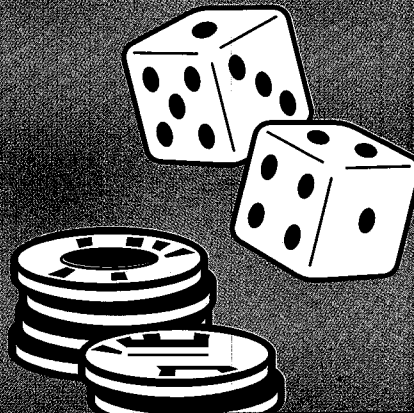


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Room rates for The Rio Suite Hotel & Casino for NESRA's conference are \$106 for a standard suite. To make reservations call the hotel directly at (702) 252-7777 and say you are with NESRA.

If you have questions, would like to submit a presentation proposal or would like to sponsor an activity, contact NESRA Headquarters.

National Employee Services and
Recreation Association
2211 York Road • Suite 207
Oak Brook, IL 60523-2371
(630) 368-1280 • Fax: (630) 368-1286
<http://www.nesra.org>
e-mail: NESRAHQ@nesra.org
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highlights and to register.



**NESRA BREAKS
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"Nothing is so embarrassing as watching someone do something that you said couldn't be done."

Sam Ewing

Music Influences Consumers To Buy

Retailers have found a new way to put you in the mood to shop and buy their products. Music, originally intended to provide a calming, productive atmosphere for workers, is now used in many of the leading department stores as a marketing tool.

And, as employee managers, consider music in your stores to entice customers to buy.

Intended to play off of the emotions of customers, retailers are attempting to match music with the likes of the customers they are trying to reach.

Retailers are attempting to create an overall shopping experience by gearing music toward their target audiences. While stores such as J. Crew, The Gap, and Banana Republic play loud, trendy music appealing to Generation Xers, children's stores are playing Disney soundtracks. Taking this trend one step further, the music now varies within the same store, from department to department. While speakers in the men's casual wear department might play music that makes customers feel hip, the same store is

likely to play classical music in areas designated for men's suits and jackets.

Research indicates that customers are comfortable when surrounded by music that is familiar to them. Store sound systems ooze soft piano music when retailers want to expose the customer to a feeling of elegance. Meanwhile, rock 'n roll is piped in loudly for young adult or teen shoppers.

When choosing music, programmers make a

point of excluding any kind of music that might offend the audience.

If it can't be said on television you won't hear it

played over the loud speakers in the department store. Programmers also shy away from playing anything questionable or negative. Again, the music is intended to make the customers feel good—not agitate them.

And, these marketing tactics don't stop in the store. Many stores are taking this trend a step further

(Continued on page 6)

A newsletter of ideas for the Employee Services and Recreation Provider

KEYNOTES

Music

Continued from page 5

by selling the same music they are playing in their stores to customers. CDs and tapes bearing the name and/or logo of the retailer are sold at the checkout counter so that customers can take the shopping experience home with them.

So far, experts have not determined whether this marketing method actually boosts the bottom line, but employee stores may want to give it a try.

Note: If you choose to use music in your store, be aware that you may need to purchase music designed for store use from a supplier, such as BMI or ASCAP. In this case, you will be required to pay a licensing fee that will protect you from fines for misuse.

(Source: USA Today, May 28, 1998)

Are Today's Bosses Making the Grade?

Yes, employees laugh at cartoons portraying bosses as cruel and uncaring, but statistics indicate that employees rate bosses better today than they did 10 years ago.

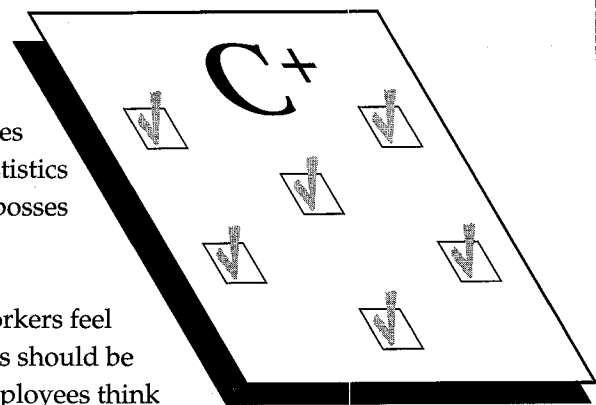
At the top of the list, workers feel strongly that their supervisors should be well organized. Although employees think their bosses should be hard workers, they also feel it is essential that they be willing to delegate and share work and credit. Furthermore, employees expect their bosses to be loyal to them and to defend those under them, if the opportunity presents itself.

With more than half of all employees placing importance on these characteristics, only 30-40 percent of all employees feel that their own superior has these traits. Up seven percent from 1992, ratings have improved, but their grades are still fair. The boss is not making the grade when it comes to teaching and mentoring employees. Forty percent of the employees surveyed indicated that their bosses lack strength in this area.

Whether it is because bosses are actually getting better at what they do or because employees have come to expect less of them, employees' attitudes have changed.

Most employees do not envy the position of their bosses; and, they may be less critical of the boss today because they view their positions as undesirable. It is also possible that today's economy contributes to the improved perception, since criticism is much less obvious when times are good. Still another reason could be that perhaps many of the recent downsizings have left us with the best.

(Source: The Public Pulse, May 1998)



DID YOU KNOW?

- Employee benefits statistics show that 28 percent of small businesses offered retirement benefits in 1996 compared to 19 percent in 1998.

(Source: Business Week)

- Despite Federal weight guidelines classifying 55 percent of Americans as overweight and at risk for health problems, only 12 percent of adults feel that they are overweight and uncomfortable.

(Source: USA Today, Jan. 4, 1999)

**"God doesn't make orange juice;
God makes oranges."**

Jesse Jackson, civil rights leader

Be a Successful Negotiator

The ability to negotiate successfully is the key to moving ahead within your career. Whether you are attempting to get a coworker to work with you on a project or trying to get the best price on a new copier for the office, being able to negotiate skillfully can go a long way toward improving the bottom line.

Keep these tactics in mind and gain the upper hand in your negotiations:

- ◆ When negotiating, always be prepared to gain the respect of the other parties involved.
- ◆ Determine priorities, establish realistic time frames, and make your intentions clearly known to avoid any misunderstanding.
- ◆ Plan your meeting early in the day when most participants are most productive and make sure you're on time.
- ◆ Schedule the more complex issues for the later part of the meeting, providing time to get negotiations off to a good start.
- ◆ Be willing to make concessions, although not too easily; it is very difficult to take something back after you've already given in to it.
- ◆ Understand that the participant who needs the deal the most is the one in the weakest position. Avoid showing weakness or desperation to the other participants.

If negotiations are successful, more than likely both parties are happy with the end results. Although concessions have been made, each party gets much of what they want when they negotiate effectively.

(Source: Office Hours, Issue No. 378)

• Spark participation during the question and answer period of your speech by "planting" a few of your trusted colleagues around the room to ask prearranged questions.

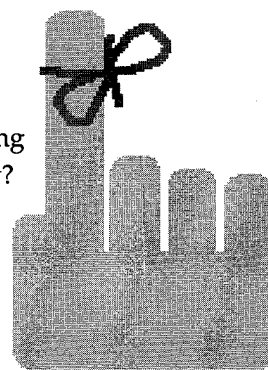
(Source: The Working Communicator, December, 1998)

• Companies who assume they are covered for Year 2000 computer problems should contact their business insurers and request written clarification of coverage in the event that Year-2000-related losses are incurred.

(Source: Gartner Group, Stanford, CT)

Remember This

Interested in improving your memory? Train your brain to work more efficiently:



- ◆ Exercise first thing in the morning. Increased oxygen helps the brain to function better.
- ◆ Eat a low-fat, high carbohydrate breakfast. The best of any meal choice, a bagel with cereal will improve anyone's disposition.
- ◆ Listen to classical music. Abstract reasoning will be improved, at least in the short term.
- ◆ Perform some sort of physical activity during a morning break. Physical activity encourages the conversion of short-term memory into long-term memory.
- ◆ Keep that happy mood by indulging in a lunch which provides a carb-to-protein ratio of 5:1.
- ◆ Take time to relax. Take a walk or meditate. Stress inadvertently impairs memory.
- ◆ Challenge your brain. Take piano lessons or memorize a poem each week—anything that encourages stimulation of your brain.
- ◆ Sleep 8-10 hours every night. Sleep provides the time necessary for the brain to sort out what happened the previous day.

(Source: Body Bulletin, May 1998)

Eating On The Go

Have you ever been on the road and passed on a meal because you couldn't find something to eat that appealed to you? Do you ever use the fact that you're on the go as an excuse to skip a meal? Use these tips from Robyn Landis, author of *Bodyfueling*, to stay healthy and feel great while you're traveling.

◆ **Admit That You've Gotta Have It.** Keep in mind that energy is derived from the food you eat. Eat three meals a day while on the road or, if time doesn't permit, six mini-meals throughout the day.

◆ **Make Healthy Choices.** Eat healthy while you are on the road. Choose low fat, high fiber foods. Limit your caffeine intake.

◆ **Always Carry Food and Water.** Carry snacks with you so you will always have fuel when you get tired, hungry or thirsty. Don't forget to also carry bottled water or juice.

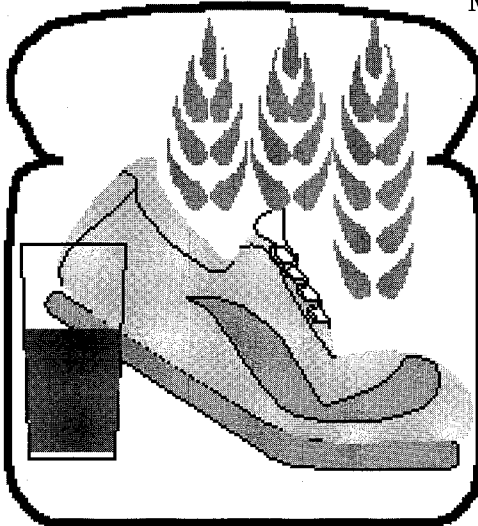
◆ **Pack to Snack.** Snacks that will help re-energize you include fruits, vegetables, bagels, crackers, and rice cakes. If you feel a need to be refueled, snack on yogurt, instant soups, power/energy bars, and mini-snacks such as water-packed tuna.

◆ **Eat, Dahling!** Always eat something every four or five hours. If a healthy snack or meal is not an option, fast-food or less healthy options are better than no food.

◆ **Plan Ahead.** Make your meal plans in advance. Contact the

airline and ask what is being served. Make arrangements prior to your trip that will allow you healthy choices.

◆ **Opt for Take-Aways.** Ask your hotel about Take-Aways.



Many chains provide packages, upon request, that allow their guests to grab snack items of their choice while on the go.

◆ **Be Choosy.** A variety of foods are available. Choose what you want.

◆ **Ask for What You Want.** When eating in a restaurant, don't hesitate to ask your waiter how the food is cooked. Eliminate fried food; ask for healthy choices.

◆ **Pick the Best Fast Food Options.** Research which fast-food meals are better for you.

◆ **Don't Dismiss Diet Dishes.** Don't assume diet dishes are tasteless.

◆ **Expand Your Options.** Try different things. Don't just stick to the ordinary foods you eat everyday. Make eating an adventure.

◆ **Think Beyond Survival Eating.** Foods can be targeted to boost your energy level, eliminate stress, and counter anxiety. The effects of jet lag can also be greatly reduced, if you just learn to eat frequently.

(Source: *Frequent Flyer*, July 1998)

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Editor/Production: Renee M. Mula

Calendar

Here are some April holidays that can be transformed into educational employee events.

Cancer Control Month. Learn ways to live healthier.

International Work/Life Enrichment Month. Take this month of renewal to focus on improving the quality of your life and work.

March 29-April 4, Monday
National Sleep Awareness Week. A week to recognize the importance of sleep to our health and well-being. (See page 21 for information on sleep.)

April 17-24, Saturday
National Organ and Tissue Donor Awareness Week. A week to encourage Americans to consider organ and tissue donation and to sign donor cards when getting a driver's license.

National Volunteer Week. Infuse your life and the life of others by volunteering for a good cause or recognizing volunteers.

April 22, Thursday
Earth Day. A day to raise awareness of keeping the environment healthy.

Take Our Daughters to Work® Day. Teach your child what you and others do at work and feed and expand her dreams for her own life. (See page 30 for details on this event.)

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Ice.

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Survey Shows Shift From Reactive To Proactive Use Of Temporaries

By Reesa Staten

The keepers of the business world's "purse strings" see the bottom-line value in a proactive, strategic approach to the use of temporary professionals, suggests a recent nationwide survey. Half of chief financial officers (CFOs) polled said the most important reason they use temporary professionals is for short-term projects and peak workload periods. These results are similar to a 1993 survey in which 47 percent of CFOs cited this as their primary aim in bringing in temporary and contract workers.

The survey was developed by Accountemps, a temporary staffing service for accounting, finance and bookkeeping professionals, and is conducted by an independent research firm. It includes responses from 1,400 CFOs from a stratified random sample of companies with more than 20 employees.

CFOs are asked, "Which of the following is the single most important reason your company uses or would use temporary workers?" Their reasons are shown in Chart A.

NESRA Asks: Are Contractors Participate In Employee Services



Dick Robinson, director of recreation and athletics, Phillips Petroleum Co., Bartlesville, OK

"We do not distinguish between contract workers, employees or retirees when it comes to employee programs. Temporary workers can join the recreation club and be active in recreation programs, but they have to pay for it.

Temporary workers are allowed to buy membership at a higher rate than employees. Any time you open your doors to others, you have created a liability issue and it's one that our company is willing to accept. You can't waive away liability, but you do need to be aware of potential safety hazards. Any time you have older members there is also a liability issue. All of our members understand that. For this reason, we are very careful when choosing which nonmembers (outside of the company) can use our facilities."



Patty Kormos, employee services manager, Kraft Foods, Northfield, IL

"The situation varies. Temporary workers can use the fitness center and, obviously, our employee store, but only Kraft employees

are invited to Kraft special events such as the Annual Family Picnic or Holiday Party. We feel that these events are some of the benefits of working at Kraft and it can get costly. When temporary workers use our fitness facility, they have to sign a waiver just like anyone else. I think it works out well that way."

Chart A

Reasons For Temporary Workers

	1998	1993
For short-term projects and peak work periods	50%	47%
For absent employees	22%	17%
To evaluate a prospective full-time employee	8%	15%
To save money	7%	7%
To avoid excessive overtime and burnout	6%	8%
Don't know/no answer	7%	6%
	100%	100%

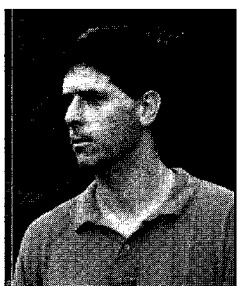
"Our offices have seen the use of temporary and contract employees shift from a last-minute measure to counter unexpected fluctuations in staff levels to a more proactive approach," says Max Messmer, chairman of Accountemps. "Firms are becoming more sophisticated in their staffing practices, taking care to plan for both short- and long-term requirements. It's not unusual now for companies to have a line item in their budgets for the use of temporary employees."

He adds, "The inherent flexibility temporary assignments afford has expanded the number of professionals choosing this type of work over traditional full-time positions, which has greatly increased the supply of experienced candidates available."



Accountemps has more than 225 offices throughout the U.S., Canada and Europe. Their Internet address is www.accountemps.com.

Temporary Workers Allowed To Perform Activities At Your Company?



Jack Poll, recreation and fitness manager, SAS Institute Inc., Cary, NC

"Other than employees, only legal family members and domestic partners are allowed to use our recreation facility and they are considered guests. Most of our workers are employee based. We only use contract workers for specialty programs such as massage therapy, clerical or video technicians."

Come join Ralph Ferrara, CESRA, General Mills Inc., in discussing "To Be or Not to Be: Should Contract Employees Be Included in Employee Services Programs?" at NESRA's 58th Annual Conference & Exhibit, April 25-29, 1999 at the Rio Suite Hotel & Casino in Las Vegas, NV.

Turn to page 35 to register.

UPGRADING TECHNOLOGY FOR YOUR EMPLOYEE STORE

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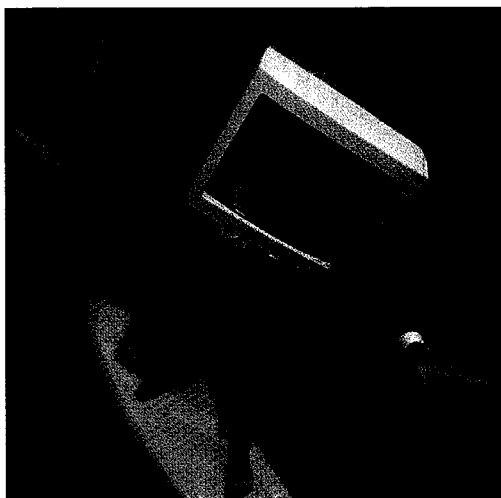
By Laurie Allen, CESRA

Trends In Technology
Y2K
POS, Handhelds & Scanners
UPC Codes & SKUs
Cyberspace & Web Pages
E-Commerce & On-Line Shopping
**Credit Cards, Debit Cards &
Smart Cards**

Aaaaaahhh!!!

We have seen these terms and heard our peers discuss their successes and failures when using

these technological systems or in dealing with these technological issues. Your employee store probably does not need to be as high-tech-looking as The Gap, these days, with employees wearing headsets, but its



purpose is to provide greater efficiencies, customer service and inventory control. For this reason, it should be customary for you to assess how technology applies to your area of responsibilities and determine when to upgrade your systems.

When I think of all the technological advances, I first think of the game Pac-Man. I'd rather be on the end gobbling up information and moving at the speed of light than getting gobbled up. Likewise, I'd like to manage my businesses most efficiently for the company and give more return to the shareholders. By keeping abreast of what's out there and implementing the appropriate tools to help your business move forward, you, too, can be the "gobbler."

In Tune With Technology

As long as you're aware that technology is changing, then you can begin assessing your goals and how best to attain them. As your business changes and evolves, technology is there to enhance it. If you need to increase your store sales, consider creating a web page from which shareholders, investors, employees and visitors to the site can shop and purchase merchandise. If you have a catalog, perhaps you can put the catalog online to increase business. If your store is disorganized and you continuously have inventory shortages, technological advances in an inventory management system may serve your needs.



This writing is intended to build your awareness of more efficient ways of managing, developing and growing a business, depending on the size of your employee store and depending on the importance of your business in your company. To keep up with (and surpass) competition, businesses need to upgrade and improve along the way.

Assess Your Needs

First, look at your responsibilities. How many hats do you wear? How many accountabilities do you have? What areas do you manage? Prioritize your challenges by creating a list of your technological uses versus what technology capabilities could make your job easier or more efficient. Is your computer loaded with Windows 95? Do you have Schedule Plus? Lotus Notes? E-mail? E-mail, for example, is a quicker way to communicate with others and many business people use it regularly. It is also a great way to advertise. Do you have a computer? Does your software need to be upgraded?

Review the goals and objectives for your employee store and notice how they contribute to company goals and culture. If a consideration is to not generate additional expenses, then a low-budget upgrade could enhance your store's business. Likewise, if you show the financial and intangible benefits to an expense, perhaps management will see the positive.

Speak with your information technology, accounting and finance departments (to name a few) and see if your equipment in the store is compatible with other systems as of January 1, 2000. If they haven't approached you yet, be proactive and contact those areas. If you update your software, will information be lost? Will you be able to service customers?

Lois Economon, employee store manager, General Mills, Minneapolis, MN, is thinking

about implementing a security system to monitor theft. This would address a business need she has. Consider what business needs your employee store has and brainstorm how technology might help address them.

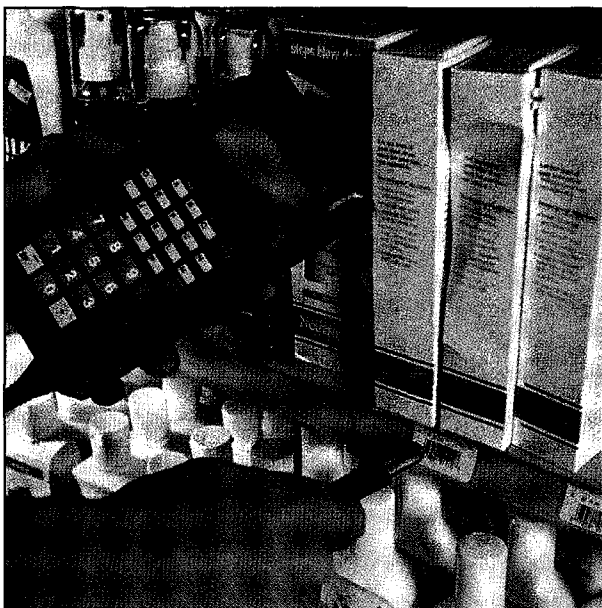
When assessing the needs of his business, Paul Cormier, store manager, Mutual Life of Canada, Waterloo, Ontario, Canada, says that although he knows a lot of employee stores accept credit cards and use debit cards as a convenience for purchases, it is not cost effective in his environment. Since a large percentage of his employee store's merchandise is sold at cost, it does not make sense to pay bank transaction fees. On the other hand, Cormier has successfully implemented a web site on his company's intranet and is proud to say it is consistently one of the busiest sites. Online ordering provides convenience, puts his business technologically forward, is cost-effective and is in keeping with company parameters for running his employee store. Cormier and his staff also use touch-screen technology at their cash registers to provide quick checkouts.

Choosing a POS System

One of the first systems that comes to mind when store managers think of technology is a POS system. Point-of-sale systems have become extremely sophisticated in the past few years. Consider the size of your budget (and your needs) before you choose your system's bells and whistles. The basics include posting of inventory receivables, crediting sales, speed of transactions, tracking unit sales, on-hand inventory (units and dollars), identifying customer purchasing trends, customer information, markup and buying decisions, and more. Economon has been using their systems (V-Plus and Omron) for seven years. "The system is adequate but we plan on implementing a new system in the future that will scan employee cards for payroll deduction," she forecasts. Her recommendations for a system (based on her business needs) are:

- ◆ the ability to read employee cards
- ◆ the ability to enter merchandise PLUs (price look-ups) at point-of-sale
- ◆ the ability to scan PLUs for inventory purposes and to be able to download that information either annually or on a cycle-basis

**Review The
Goals And
Objectives
For Your
Employee
Store And
Notice How
They
Contribute
To Company
Goals And
Culture**



- ◆ the ability to track information (sales, inventory on-hand) by category
- ◆ the ability to transfer PLUs immediately to point-of-sale
- ◆ perpetual inventory control
- ◆ receiving
- ◆ vendor reporting and management
- ◆ payroll deduction
- ◆ cashier accountability
- ◆ at least 50,000 item capabilities
- ◆ reports by periods of item (day, week or month)

If you purchase a system outside of your company (some internal information technology departments can create these), make sure you are clear on the following:

- ◆ installation
- ◆ implementation
- ◆ training
- ◆ servicing the customer during transition
- ◆ in-house or 800 number support services
- ◆ the system's ability to interface with your company accounting system (for example), how the system will be backed up (you do not want to re-enter data if it has the potential of getting lost later)
- ◆ possible upgrades for the future

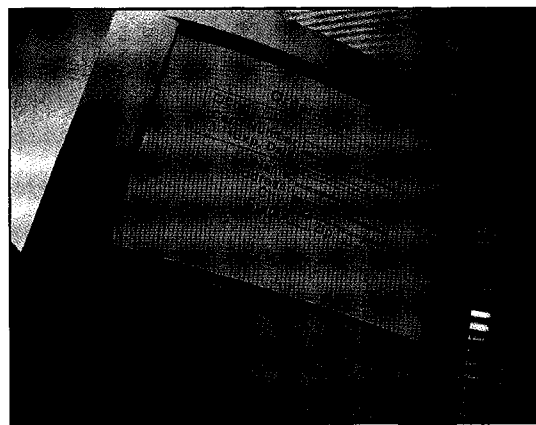
Sue Rowe, corporate employee programs specialist, Miller Brewing Co., Milwaukee, WI, says her company uses Bullseye software and AT&T/NCR hardware as the POS system

in her employee store. She says, "It is working sufficiently for our needs, but make sure the system can do everything you need it to, as well as ensuring that the company from which you purchase it can also support it with training and repairs."

Cormier installed Wintegrity in October, 1998 and says his POS system is working out very well. He suggests, "Have a written contract with the software/hardware supplier stipulating timelines and consequences of not meeting any of the agreed deadlines. The process of implementing a new system can take as long as you want it to. With that said, you need to drive the process and ensure it's done in a timely manner."

Cormier says it took over a year to get the funding. Once that was accomplished he and his company decided on a system (end of September, 1998) and had it implemented by October 21, 1998. He also had to provide year 2000 compliance (Y2K) and network testing for the company as well.

Cormier advises, "Add 50 percent to any quote for a software/hardware package. Chances are the supplier is being honest with you, but you will want more as you start implementing; or, you will find there are different tools to use that you didn't budget for. Other costs such as service contracts, extra peripherals for backing up data, modems for technicians to dial in, etc. can eat away your budget quickly. Before setting up your system, spend some time deciding how to organize your store into the computer. How will you use departments, categories and SKUs to help you manage better?" Consider your business needs and what it is you need your system to do for you.



Conclusion

To recap, start off your quest for new technology by identifying your business goals. Then, determine what you need to accomplish those goals. Be sure your objectives are in line with your company's objectives. The products you consider should be compatible with your company's and interfacing departments' systems. Research "what's out there" and compare and contrast features and benefits of each service or system. Once you have researched the technology, present your ideas to management. Lastly, confirm the information technology department's support.

Laurie Allen, CESRA, is manager of travel and merchandise services, PepsiCo Inc. world headquarters, Purchase, NY. She manages the corporate and leisure travel services as well as the corporate store, dry cleaner, outside vendor program, craft fair, and shoe shine services. Allen can be reached at (914) 253-2144.



Do you want to do something that yields high benefits at a low cost? Then, join the Employee Store Section of NESRA. Share ideas and information with other store managers. Share and solve similar problems. Brainstorm. Benchmark. Save each other legwork and research time on projects. Call NESRA Headquarters at (630) 368-1280 to receive an application today!

Mind Your Own Business.

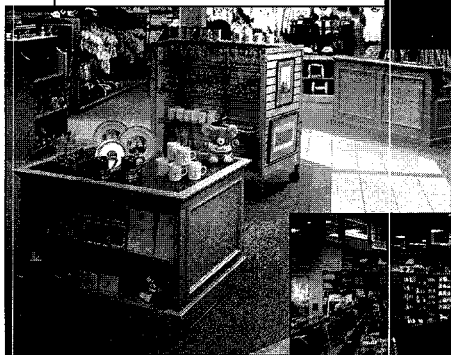
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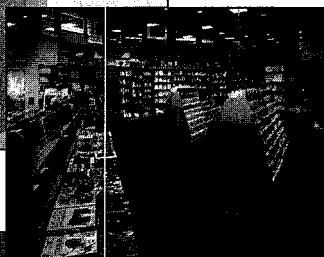
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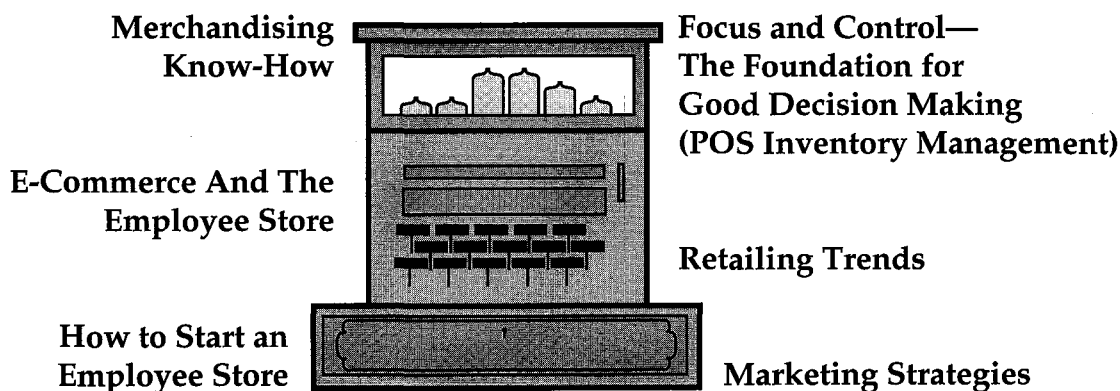
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Employee Store Workshop/Lunch

Join Laurie Allen, CESRA, PepsiCo Inc., in the Employee Store Workshop/Lunch. This idea-sharing, networking session will address:

- intranet and electronic stores
- catalogue programs
- customer service/staffing
- financial considerations

DISEASE MANAGEMENT

The Next Phase In Health Promotion

By Sandra Wendel

You've been there and done that with your health promotion program, and you're still wondering if you made a difference. You've surveyed, coaxed and handed out a bazillion T-shirts, yet you're not sure if anyone is listening—especially in the executive suite.

What's an employee services manager to do about health promotion now? Build on what you are currently doing and take aim at even smaller targets. Here's how.

Health Promotion Basics: Phase One

Take a look at where you are now. If you're doing come-one, come-all, activity-based programs such as lunch-and-learns, walks, and clever incentive campaigns, keep at it. General promotions such as health newsletters, brochures, flyers and e-mail messages are all part of creating a healthy corporate culture in which to guide and support behavior change.

If you have on-site facilities or access to them, keep on promoting exercise. You're making your workplace a comfortable and productive place to work. If you label cafeteria foods and vending machine fare with calorie and fat counts, don't stop. You're creating awareness about your healthy workplace.

The Next Logical Step: Phase Two

Not all employees are in the same "stage of change" when it comes to lifestyle behaviors. Smokers—a commonly used example—may or



may not want to quit. If you try to get an "I'm not even thinking about quitting" smoker to a stop-smoking class, you're wasting everyone's time and effort. That person probably needs to first look at other life issues, such as family coping skills, stress management or financial planning. Gradually, that smoker may "contemplate" quitting, and that's the time to have your on-going programs (phase one) in place for that opportune moment.

Weight control is another example. People talk about it, but when someone moves from thinking about low-fat eating to taking action and choosing a bagel and juice instead of a doughnut and coffee, the healthy, low-fat choices in the work-site can help make those commitments stick.

Phase two of a health promotion program tar-

DISEASE MANAGEMENT Q&A WITH JERI ENGEN, Health Management Consultant, Creative Health Designs, West Des Moines, IA



How can smaller companies on limited health promotion budgets manage chronic conditions?

"Start with a smaller cohort of employees who might benefit from this type of intensive service. Look at patterns among employee visits to doctors' offices for chronic conditions. In many cases, the individuals seek medical care not because they need it, but because they need someone who understands their condition and gives them personal attention or empathy. A well-trained outbound telephone counselor can provide high touch by phone at a much lower cost than a physician office visit."

How can a company find such a consultant for high-risk intervention? What should they look for?

"Look for the backing of a medical organization. More hospitals, HMOs and health plans are providing this service. Ask about the years of experience and training each counselor has and request their medical background and education. And, ask for references from other companies using their service."

Do disease management programs need to be marketed to employees?

"Yes, but you have to be careful about how you position the program. You can't put up a poster that says, 'If you have high blood pressure or diabetes, call this phone number.' It has to be positioned as a health advice line in the broadest sense, providing services for any employee at any time. Many providers have infomercial-type marketing materials that share success stories. They highlight how the service helped a specific employee deal with a medical question or crisis within their family. Regular promotion will help all employees feel that the phone service is a benefit for them, reduce their fear about calling and certainly take away any stigma they may feel about asking for help."

How can we track the success of our disease management program?

"First, you can monitor your health care claims data by looking for a decrease in the number of unnecessary visits to the doctor or emergency room. Second, your provider should give you a monthly or quarterly report of both inbound and outbound calls—not specifically detailed but including followup outcomes such as (1) the employee followed appropriate self-care techniques; or (2) the employee sought medical treatment. Finally, whenever possible, encourage employees who use the service to evaluate it and report back to you on its value. While this may seem anecdotal, these success stories could be the most valuable data you collect."

gets narrower groups of employees with programs they may select when they're ready—for example, prenatal classes for expectant parents, elder-care information sessions, men's and women's health issues for those 50 and beyond, retirement planning, and parenting classes for the stressed-out parents of toddlers and teens.

Not every employee will want to attend these sessions, nor should they. But this second-tier of more specific programming, based on employee surveys and health claims information, will continue to reinforce healthy lifestyle change.

High-Risk: The Third Phase

Slice your workforce into even smaller segments by medical condition, and you'll find employees and their dependents who may suffer from chronic conditions. These are not necessarily life-threatening illnesses, but they make day-to-day life difficult at times. Productivity at work and at home may suffer too, and these are the insured employees who are hitting your health plan with high costs. Disease management is a smart solution.

High-risk interventions, such as disease management programs, alter behavior and reduce cost, says Health Management Consultant Larry Chapman, chairman of the Summex Corporation and author of *Proof Positive: An Analysis of the Cost-Effectiveness of Worksite Wellness*.

Asthmatics, for example, can learn to control and even anticipate an asthma attack and thus avoid a costly (in human terms and in dollars) dash to the emergency room. They can be instructed by health professionals on how to use peak flow meters to measure their daily condition and when to modify prevention medications.

Diabetes is another often debilitating yet controllable condition that takes hard work to manage with a combination of medication and food management. Diabetes education is the key. Frequent emergency-room visits for chronic conditions not only drive up your company's insurance claims and costs but take away your employee's ability to be productive at work. People who suffer from migraine headaches, for example, can be miserably incapacitated at home and unproductive with the potential to injure themselves and others at work.

Disease management helps you target a totally new group of employees with life-saving, health messages that will enhance their quality of life. It's not cheap, but neither is the alternative.

Knowledge: Powerful Medicine

Here's how a disease management program, the third phase of health promotion, might work:

"Most people who are diagnosed with chronic conditions want to know how to help themselves," says Jeri Engen, health management consultant, Creative Health Designs, West Des Moines, IA. "Yet they often don't know how. Employers can help identify who needs disease management skills and get them that help—privately and confidentially."

With expertise in high-risk intervention, Engen implemented a successful, targeted intervention program for a hard-to-reach internationally diverse employee population.

"The hardest part," Engen says, "is identifying who might be eligible for this level of programming and securing their buy-in." Engen recommends that the next time you conduct a health fair, health screening event or health risk appraisal, add one additional question to the form: "Would you like to be contacted regarding programs or services relating to your health needs or interests?"

According to Engen, "If the screening reveals that someone wants to quit smoking or has arthritis and doesn't exercise, a 'yes' answer gives the program coordinator permission to contact the person and offer assistance."

Contact comes in the form of a third-party consultant or counselor who calls the employee, usually at home, and says, "Thank you for taking the health survey at your company. On the

questionnaire, you indicated that you would like to be contacted with information or services pertaining to your specific health needs or interests. I am calling today to ask about your 'blood pressure.' Are you currently taking medication for it?" The conversation may lead to the representative referring the employee to a physician. Alternatively, the employee may opt out of the phone call without any repercussions.

Customarily, the employer pays the third-party consultant to follow up. The consultant reports only aggregate results back to the employer, much like an Employee Assistance Program (EAP) operates. The employer pays for all of the services, including the referral and additional education costs.

"Disease management is expensive only if you see it as a costly program," says Engen. "You already know how much a low-functioning, chronically-ill employee costs you in terms of lost workdays and lessened productivity. Plus, factor in the health care costs and their impact on your health plan."

Reaching the Hard-to-Reach

What if the employee does not opt to be contacted or never completed a health risk assessment? Engen advises employers to look at claims data. Work with your insurer to pull codes and high claims and identify employees or their insured dependents who have manageable conditions (a one-time auto accident would not qualify; three trips to the emergency room with asthma attacks is noteworthy).

In this scenario, the counselor can contact the employee directly and explain that his or her employer is providing a new health advice line or health information line. The counselor is simply calling employees to explain the various services available through the special phone service. The counselor, for example, could go over medication changes, sort through the medical jargon from a doctor's visit or provide additional information about a specific condition by mail.

Sometimes patients simply need to know more about medications to comply with the course of treatment prescribed to control their conditions. High-blood-pressure-medication takers are notorious for discontinuing their pills because they feel "just fine," when they should adhere to the



**“Most People
Who Are
Diagnosed
With Chronic
Conditions
Want To Know
How To Help
Themselves”**

dosage duration prescribed by their physician. Engen says most people who are dealing with chronic conditions will be open to a discussion with a trained phone counselor who is sensitive to privacy issues and medically savvy enough to make appropriate suggestions about disease management, such as these:

- ◆ A diabetic and her family members who struggle to manage eating habits might be referred to a local diabetes education center for intense training, on company time and at company expense.
- ◆ An employee whose child misses a lot of school because of asthma and allergies (and the employee misses work to stay home with the child) may be encouraged to see a specialist, under the company health plan or managed care organization, who can make a definitive diagnosis and propose an effective treatment plan.
- ◆ Someone with rheumatoid arthritis may be encouraged to attend special exercise classes at a rehabilitation center and sent information about new drug treatments to discuss with his or her doctor.
- ◆ A service worker with recurring lower back pain may be referred to a therapist to learn proper lifting strategies.
- ◆ An employee who suffers from depression may be encouraged to know the good news about recovery and seek help through the company's EAP or community mental health provider.
- ◆ Migraine sufferers can find out about a host of new medications, learn how to keep a headache diary, and be offered information about a support group at a nearby hospital education or community center.

If nothing else, the trained phone counselor can reassure the employee that health information and medical answers are available through a toll-free phone call, anytime. These sophisticated types of nurse-advice lines help establish a rapport with high-risk employees who, over time, begin to schedule regular phone visits with the phone counselor, open up more freely about their health issues, ask more questions and begin to take control of their medical conditions.

Contrary to common perceptions, disease management can work in a managed care plan. “People with chronic medical conditions should seek allies within the health plan who can help fight red tape,” says George Anders in his book *Health Against Wealth*. “The HMO's official rules may amount to a rationing system, making it hard to get as much physical therapy, high-cost maintenance medications or other services as patients desire.” Anders suggests that patients may be able to break through those barriers with doctors or case managers who take an intense personal interest in their well-being.

Conclusion: Keep Risks Low

A study of MI-based Steelcase Manufacturing Company's employees, conducted from 1984-1994 by University of Michigan's Health Management Research Center, showed that phases one and two of health promotion programs are essential to a health promotion program. Low-risk employees can be educated on how to remain low risk. And, high-risk employees can move into lower risk categories through disease management. Obviously, the health costs for low-risk employees are measurably lower.

The power of disease management, through individual risk reduction counseling combined with ongoing programs (such incentives, health information and policies) of sufficient intensity and duration, can create and maintain an environment that supports employee health, urge researchers in a recent issue of the *American Journal of Health Promotion* (Heaney and Goetzel, AJHP, March/April 1997).

Find the right combination, and, according to Engen, “You'll get the right programs to the right people at the right time.”



Sandra Wendel is an Omaha-based consumer health writer who has written and produced leading articles and books in the corporate health promotion field. She also writes for national health publications and online health information sources.

An Important Work/Life Issue T Sleep On

By Michael Scott

It is 3:00 in the afternoon and one of your receptionists, Jan, has been fighting sleep all day. She just returned to work two weeks ago from maternity leave and, between midnight feedings, she has been struggling to get enough rest. Jan is also in school part-time one evening a week, pursuing a college degree at a local community college. Needless to say, with a new child, school and other demands on her time, Jan is discovering that sleep is a luxury rather than part of her daily schedule.

In today's fast-paced world, many of your employees are undoubtedly discovering that they have less and less time for important personal needs such as sleep. Unfortunately, as we move at warp speed toward the millennium, this trend shows no sign of abating.

Listen to these statistics:

- Recent studies by the National Sleep Foundation found that as many as one-third of adults in the U.S. experience a hazardous amount of sleepiness. Sleep deprivation, they estimate, costs the nation an estimated \$150 billion in stress and productivity-related problems.
- Sleep experts estimate that 63 million Americans get sleepy in the afternoon and most are chronically sleep deprived. An estimated 100,000 sleep-related automobile crashes occur in the U.S. each year.

My wife, a few years back, worked for a company where a number of their sales representatives were involved in very serious automobile accidents. Upon investigation, the company found that the majority of them were sleep-

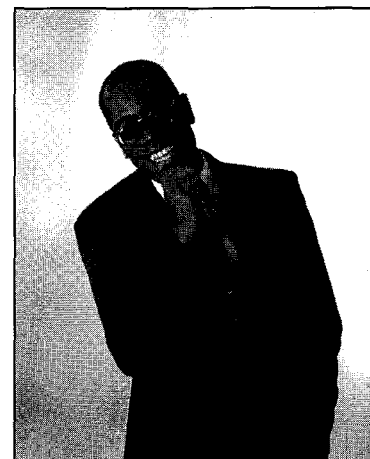
related. What are the consequences of sleep-deprived employees at your company? Are there some initiatives you can take to address this issue as part of your ongoing work/life efforts? Here are a few suggestions:

1. Educate

Many employees are in denial about the impact of work and family challenges on their sleep patterns. One of the most valuable things you can do at your company is to educate your employees on the importance of proper rest and renewal. One book that you can carry in your employee store is *Power Sleep* by Dr. James Maas. This book centers on the importance of sleep in our lives and how it effects our productivity. Another method of educating employees may be to offer seminars for increasing employee awareness of sleep problems. Check with your local university or college for the names of sleep experts who have a willingness to speak at a breakfast or brown bag session at your company.

2. Evaluate Your Scheduling Policy

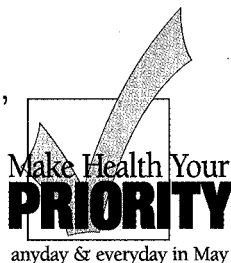
During my years as a human resources executive in the healthcare industry, it was not uncommon to have radiological technologists, medical lab technicians and even emergency room physicians work 14-, 16- and even 18-hour shifts to compensate for staffing challenges. As a result, we decided to look closely at our flex-time arrangements as a way of minimizing sleep deprivation on our units. With some creative



Michael Scott, a regular columnist for Employee Services Management, will present "Employee Services' Role in the Work/Life Arena" at NESRA's Annual Conference. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.

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staffing models, we were able to greatly enhance worker satisfaction and productivity by reducing the level of fatigue in their lives.

3. Consider a "Nap" Policy and "Nap" Areas

You heard me right! Sleeping on the job may be a positive philosophy to promote at your company. Burlington Northern-Santa Fe, the nation's second largest railroad, instituted a policy last year allowing sleep-deprived employees to take short naps. Their findings—production has gone up significantly since implementation and employees reported being much more alert on the job as well as at home.

"With Some Creative Staffing Models, We Were Able To Greatly Enhance Worker Satisfaction and Productivity By Reducing The Level Of Fatigue In Their Lives."

Now, please take a moment to sleep on it and let me know what you think of this issue . . .
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*Turn to page 38
to register.*

Employee services and work/life programs are the answer to recruiting and retaining employees in the 21st century. Yet, today's top management isn't convinced these programs will provide a good return on investment. This presentation will focus on how to present information to management that will get you noticed, your work/life recommendations adopted and save money for the company.

Dennis Kessler, former co-president of Fel-Pro, Inc., will tell you how his former company implemented employee services and work/life programs that resulted in Fel-Pro being ranked fourth in *Fortune* magazine's list of best companies to work for. For 12 years, *Working Mother* magazine ranked it as one of the top 10 companies. Fel-Pro's employee services program included such components as on-site day care and wellness centers, summer day camp, in-home one-on-one tutoring, college scholarships for employees' children and many more innovative programs. The result of these work/life initiatives is attracting and recruiting the best talent, low turnover and absenteeism, and high loyalty and productivity. All of these results add up to more profit to the bottom line.

THE BASICS OF REBUILDING A CHAPTER MEMBERSHIP BASE

By Linda Bartz

Members not renewing their membership...new members not joining...these are just a few challenges that every chapter contends with at one time or another.

Such was the case faced by the NESRA of Central Florida chapter, Orlando, FL, during the start of 1997. Yet, here it is, the beginning of 1999, and the chapter has completely turned around its membership base and, in the process, built a solid foundation on which to accommodate the future growth of the chapter.

To accomplish this, NESRA of Central Florida went back to the basics and incorporated a four-step process.

Step 1: Select a Membership Committee

By the last quarter of 1996, the chapter literally found itself without an active membership committee, mostly due to changes in member company representatives. To resolve this situation and to keep it from happening again, senior board members approached small business owners and well-placed corporate salespersons from among its Associate Member companies.

By the spring of 1997, a small group of four Associate Members made up the core of the New Membership Committee. The Associate Members were chosen because they were in a

position to directly benefit from increased sales for their companies in exchange for their efforts.

Step 2: Reactive Mode

Once the new Membership Committee was in place, they reacted to the needs of the member base. By talking with the members, the committee learned that some company representatives were finding it difficult to justify their membership in NESRA to their supervisors.

Many of the representatives expressed a desire for something tangible...something they could take back to their companies and show to their supervisors...something that said, "Yes, we must belong to this organization"...something that filled a need for their company.

In an effort to respond to the needs of the member base, the Membership Committee developed membership kits for both Organization and Associate Members. Each kit detailed the benefits of that membership and contained the "NESRA of Central Florida—Associate Peer Directory" (a.k.a., "The Yellow Pages").

The Yellow Pages were an instant success. Associate Members appreciated the additional sales vehicle at their disposal, while Organizational Members put the directory into separate binders and placed them in their

company break rooms. They liked having a ready-made employee discount program available to their employees.

Step 3: Teamwork

By spring of 1997, only 57 member companies renewed. With a tangible product now available, the Membership Committee dedicated its efforts to bringing back the member base. The Program Committee offered its assistance and the joint effort resulted in the Membership Committee getting members to attend the meetings, while the Program Committee kept them there with the meeting content.

Once again the members responded positively, and by the end of the summer, NESRA of Central Florida had its member base back (90 members). In addition, the Membership Committee doubled in size and, for the first time, had to restrict the number of members on its committee.

Step 4: Get Proactive

With the membership base restored, it was time to go on the offense. So, during the last quarter of 1997, the Membership Committee worked closely with NESRA of Central Florida's treasurer. Together, they developed a new invoicing system for membership renewals that replaced the application process for 1998. Instead of filling out a new application each year to renew membership, the member receives an invoice in the mail. The invoice has two parts. The top part includes a comment portion for address or representative changes and a space for marketing information. This portion of the invoice is returned to the treasurer and the members keep the bottom portion for their records.


The new invoicing system made it easier for the members to get approval from management to renew because the invoice showed that management had already approved membership in the past. The invoicing system also made it easier for the chapter secretary and Membership Committee to receive updated information on each member. In turn, this allowed for an overall smoother process for everyone involved.

With the renewal process completed so early in 1998, the Membership Committee was ready to devote its energies to getting new members. Towards this goal, and with the full support of

the NESRA of Central Florida Board of Directors, the Membership Committee created and implemented two successful programs: "Bucks for Bidding Game and Auction" and an "Orientation Program" for new members and representatives. In addition, the 1998 Membership Drive Meeting drew a record attendance of 141 members and guests.

By the spring of 1998, with over 100 member companies in its membership base, NESRA of Central Florida made plans to increase its membership base by 25 percent during the remainder of 1998. As of December 1, 1998, the chapter has 137 members in its organization.

Furthermore, the growth experienced by the chapter goes beyond the member count to also include the average number of attendees at meetings. The average number of attendees at monthly meetings during 1997 was 37, while in 1998 it was 60.

NESRA of Central Florida is proof that a chapter can rebuild its membership base by going back to the basics. All it takes is a little teamwork and the full support of the board of directors. 

Linda Bartz is president of Ramroc Financial Corp., Fern Park, FL, and chairperson of the NESRA of Central Florida Membership Committee. She can be reached at (407) 834-1166.

**All It Takes
Is A Little**

**Teamwork
And The Full
Support Of
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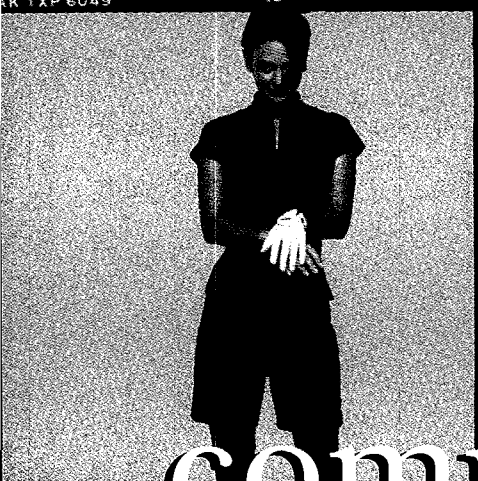
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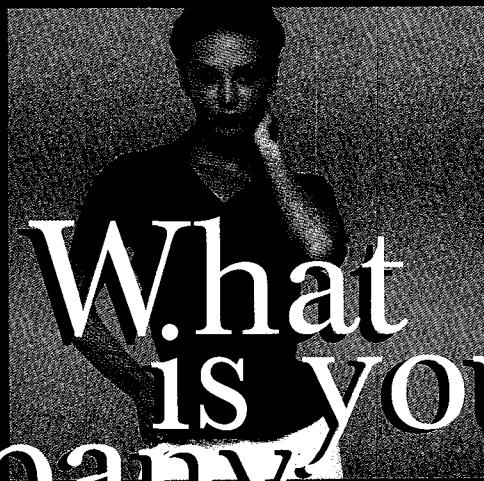
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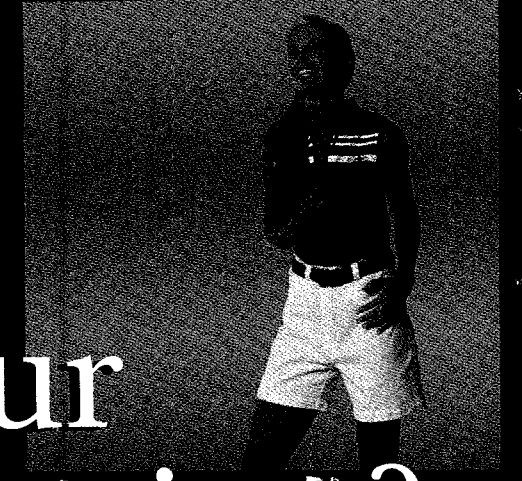
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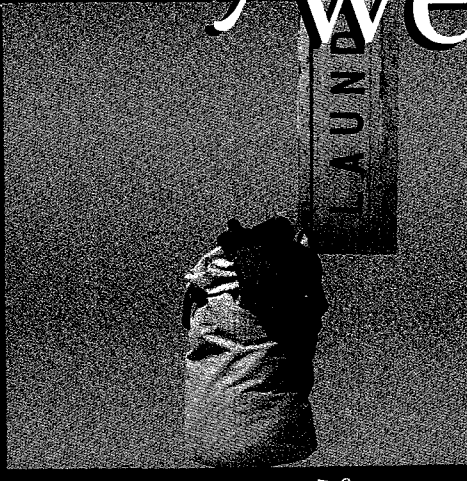
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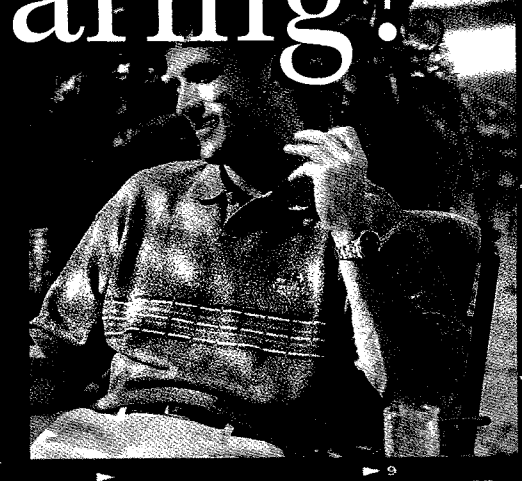
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WHAT'S IN & OUT FOR '99

As employee services providers, we must stay on top of the latest trends and keep our events, programs and employee stores aligned with consumer and employee interest. Take note of

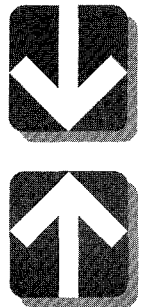
"what's in and what's out" for this year with the following predictions from the marketers of Young & Rubicam Inc.'s Brand Futures Group, New York, NY.

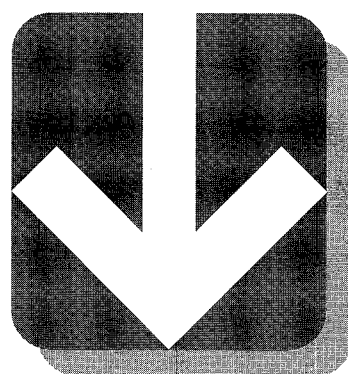
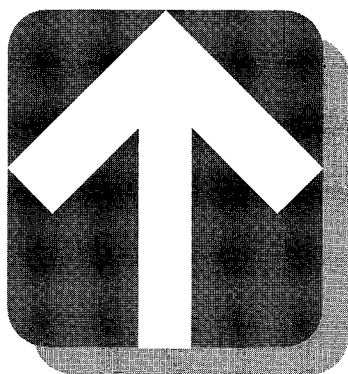
IN

Fundamental "Everything"
Doomsday Scenarios
Politicians with Bodies
Fear of Flying
Bioethics
Free Agent Nation
ATMs
Euro
Private Pension Schemes
Baseball
Hiking/Nature Treks
Backrubs
Hard-Adventure Travel
Brand Advocates
Permission Marketing
Ads That Edutain
Message Layering
Magalogues (Abercrombie & Fitch)
Fast Company '99
iMac Versus Pizza
E-Snubbing
Online Lawyers
Networked Toys
Online Photo Archives
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Sephora
Multifunctional Cosmetics
Customized Fragrances
Imperfect Beauty
Lifestyle Stores
Folk Art
Salons
Poetry/Art Slams
Traditional Matchmakers
Men As Victims
Home Catering
Functional Foods
Beauty Drinks

OUT

New Age Equivocation
Conspiracy Theories
Politicians with Libido
Fear of HIV
Animal Rights
Consultants
Bank Tellers
Yen
Social Welfare
Basketball
Rollerblading
Kickboxing/Boxing
Balmy Breezes, Gentle Waves, Lazy Days
Brand Custodians
Reengineering
Ads That Inspire Fear
Super Bowl Advertising
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Action Figures
Photo Albums
Rain-Inspired Scents
The Body Shop
Unisex Fragrances
Designer Perfumes
Supermodels
Generic Mall Stores
Poster Art
Mail-Order Book Clubs
Body Art
Internet Romances
Wurtzel's Bitch
Eatertainment/Theme Restaurants
Preservatives
Sports Drinks





IN	OUT
Ginseng/Ginkgo Biloba	Caffeine
Ultrasmoothies	Power Bars
Fondue	Pasta Bars
Teatime	Coffeehouses
Cocktails in a Can	Alcopops
Collectibles	Disposables
"Teletubbies"	"South Park"
Wooden Toys	Plastic Playthings
Natural Cleansers	Room Deodorizers
Delia Smith	Ally McBeal
King Hussein	Boris Yeltsin
John Glenn, Adventurer	John Glenn, Politician
Elitism	Mass Culture
Bartering/Borrowing	Rentals
Military-Inspired Fashion	Eastern Fabrics
Blended Shades	Earth Tones
Pashmina	Angora
Watches As Accessories	Superstar Athletic Shoes
Curves/Rounded Shapes	Streamlined Design

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April 22, 1999 Is 7th Annual Take Our Daughters To Work® Day

By Heidi Burbage

Millions of girls ages 9-15 will team up with parents, relatives, neighbors and friends to get a first-hand look at what their futures might hold as part of the seventh annual Take Our Daughters To Work® Day, April 22, 1999. Always held on the fourth Thursday in April, Take Our Daughters To Work® Day's theme for 1999 is "The Future is Me!"



Children visiting St. Mary Hospital, Livonia, MI, learn what it's like to be surgeons for a day.

Jamila Wideman of WNBA's Los Angeles Sparks and her father, Author John Edgar Wideman are featured in the 1999 Take Our Daughters To Work® Day promotional campaign. A 1997 graduate of Stanford University, Jamila Wideman is a guard for the Sparks and plans to attend law school. She also runs a program for underprivileged girls between the ages of 10 and 18 called "Hoopin' With Jamila." John

Wideman, a professor at the University of Massachusetts and author of 13 books, is the recipient of two Pen-Faulkner awards for fiction and a MacArthur genius grant. He played basketball at the University of Pennsylvania.

Jamila says, "I grew up watching my parents work hard and accomplish great things. While I play basketball like my father and plan to be a lawyer like my mother, I always knew that I would have their support no matter what I chose to do. Take Our Daughters To Work® Day is a great opportunity to reach out to a young woman and let her know you will support her dreams—and help her make them come true."

"When we created Take Our Daughters To Work® Day, we wanted to give everyone—whether they're parents or not—a concrete way to invest in the next generation of women," says Marie C. Wilson, president, the Ms. Foundation for Women.

A June 1998 Roper Starch Worldwide poll revealed that over 53 million adults say either their or their spouses' company participated in Take Our Daughters To Work® Day—the highest percentage to date. Last year, the program was honored with a prestigious Daily Points of Light Award during National Volunteer Week.

"Take Our Daughters To Work® Day grew from an idea to an institution, literally overnight. I think we're all astounded by the unwavering support for all our daughters that is exhibited each April when millions reach out to the girls in their lives and take them to work. People participate in this program because they believe in it," says Wilson.

The first Take Our Daughters To Work® Day was held in 1993 as a New York City-wide intervention to help girls stay healthy and strong through adolescence—the time when girls need to be focused on their futures. Drawing on research showing that adult encouragement can change the course of a girl's life, the Ms. Foundation for Women created the program to give girls the opportunity to see a wide range of life and career options open to them.

The Ms. Foundation for Women, the country's

FUN EVENT IDEAS

In a recent listserve, via e-mail, NESRA asked members to share their approaches to celebrating Take Our Daughters To Work® Day. Read a sample of the ideas that were shared.

Jacque Bell, City of Scottsdale, Scottsdale, AZ

"In addition to employees' children, each year I contact one of the middle or high schools in Scottsdale and invite up to 10 students to be our special guests for the morning. The career counselors at the school publicize the offer to students and select student participants. Based on their career goals, I match up the students with "Workplace Partners"—city employees who perform similar career duties. Historically, the most popular career tracks have been attorneys (placed with our legal department); law enforcement (placed with our Police Department); public accountants (placed with our financial services department) and working with children (placed in our recreation department). The formal program concludes around 1:00 p.m. and all participants receive a memento as they exit (such as ball-point pens, shoelaces, etc.). Employees return to the work site with their children and the students return to school. There is no charge to participants.

Take our Daughters To Work® Day always falls in the same week as National Library Week, so this is a great "collaboration" event for us. During the breakfast portion of the event, the library signs-up new members and enters them in our raffle. This event gives the library the opportunity to showcase new programs and services.

With around 400 participants (including children) we use several publicity outlets such as electronic mail, Upcoming Events document, bulletin boards and pay-check messages. The breakfast and entertainment, together, costs around \$1,500, which is co-shared by the library and employee programs. The cost for lunch and mementos is around \$1,200 and is funded solely by employee programs."

Jim Malone

S.C. Johnson A Family Company, Racine, WI

"We offer the program to both girls and boys. They spend at least part of the day with their parent or an employee can "sponsor" a child. We have done this a variety of ways, but usually all the participants meet for a short presentation by a member of our senior management. Then, they are dismissed to spend time at one or more work locations. There are some limitations on where these children can go, particularly as it relates to our manufacturing sites."

Dennis Harris

Greater Washington IBM Club, Bethesda, MD

"Here at IBM Corporation (Government Systems) this day includes both boys and girls. Last year, the children broke out into groups for a full day of activities. In the morning, we had pastries and juice for the youths. Then we held break out sessions, PC demonstrations, lessons on Internet usage and a "Dress For Success" fashion show, which was a big hit with all age groups. For "Dress For Success," several employees from the customer service operations department dressed both in business suits and casual wear for a fashion show. We added items that did not go with our outfits and the youths voted on whether or not we were dressed for the occasion. Some examples were earrings on men, spiked hair, jeans with holes, sweats, etc. This was voted the best of all the activities for the day. We are planning another "fashion show" this year. At the end of the day, each child received an IBM logo item."

Lauren Thomas

Washington Society of CPAs, Bellevue, WA

"We are a not-for-profit CPA association, with 22 staff and 9,000 CPA members. We have turned the day into "join a CPA for a day" and have children go to a CPA's office, prepare a mock tax return, do financial planning with their allowance, and other business-related activities. On staff, children come in and may shadow their parents for the day or part of a day. We just started doing this last year and the children really enjoyed it. We want to build on the idea this year."

FUN EVENT IDEAS

Janet Searight
St. Mary Hospital, Livonia, MI

"At St. Mary Hospital, we begin the day at 7:30 a.m. with a hot breakfast for about 80 boys and girls and their parents. Breakfast includes pancakes, eggs, sausage, juice and milk. Then, the child and parent have their picture taken together.

Next, we divide the children into teams by age. Each group visits at least 5-6 departments in the hospital. There is a half-hour time limit for each department. They see demonstrations and participate in mock health care situations under the guidance of nurses, doctors, therapists, etc. At the end of the hospital tour, (about 11:30 a.m.) the boys and girls eat cookies and punch and pick up the framed picture of their family."

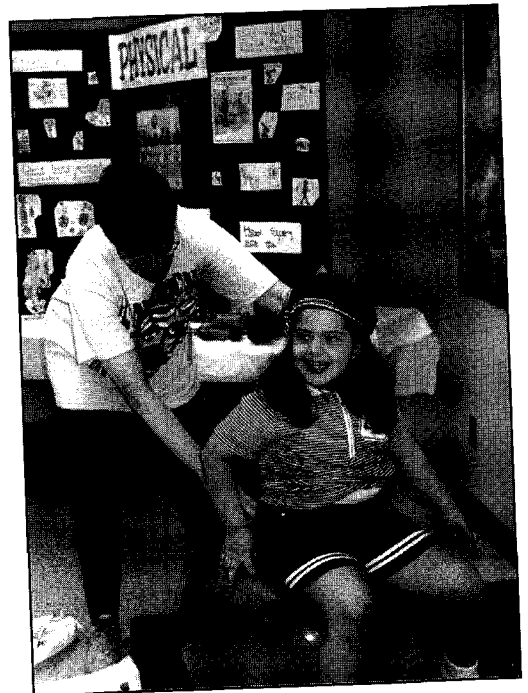
Barbara Landey
Convergys Corporation, Lake Mary, FL

"We changed our program to 'Take Your Child To Work Day.' We had 100 boys and girls last year. We split them into two age groups and set up two programs. Each group had team-building exercises and upper management (female's specifically) spoke to the children. We set up a group lunch at a local country club and brought in someone to show them how to eat properly. Also, we conducted interviews with our human resources department for the older children. They filled out an application and the human resources department gave them helpful hints after the interview on how to sit, stand, use eye contact, and speak properly."

Note: If you would like to receive time-saving programming ideas via e-mail, join NESRA's listserve by e-mailing chelson@nesra.org.

only national multi-issue public women's fund, has been creating opportunities for women for over 25 years. Creator of the award-winning Take Our Daughters To Work® Day, the Ms. Foundation works to improve the lives of women and girls by conducting advocacy and public-education campaigns, providing technical assistance, and directing resources to organizations in the areas of Women's Economic Security, Women's Health and Safety, and Girls, Young Women and Leadership.


A Roper Starch Worldwide poll revealed that more than eight in 10 adults believe Take Our Daughters To Work® Day provides positive benefits to girls, including exposure to different opportunities in the business world, exposure to non-traditional careers, boosting girls' confidence and self-esteem, and helping them understand the pressures faced by working parents. Last April, the Ms. Foundation released its first-ever mass-release book for parents and others who want to turn the valuable lessons of the Day into the successful habits of a lifetime. *Girls Seen and Heard: 52 Life Lessons for Our Daughters* (1998, Jeremy P. Tarcher/Putnam) is an interactive manual for girls and adults includ-



During Take Our Daughters To Work® Day, participants enjoy hands-on activities, where they can learn what employees do in different areas of a company.

ing chapters on a wide range of topics, from finding a mentor to getting involved in sports.

"Each year, our favorite question from parents who participate in the Day is: 'What can I do to keep my daughter healthy and strong every day?' *Girls Seen and Heard* provides the tools to do that," says Wilson.

Information and a list of volunteer Take Our Daughters To Work® Day organizers can be found on the Ms. Foundation for Women's web-site at <http://www.ms.foundation.org> and by calling (800) 676-7780. Organizing literature and merchandise, including mousepads, tote bags and more, are available. 



Oftentimes, the corporation will separate the children into groups and have them rotate tasks throughout the day.

For more information about Take Our Daughters To Work® Day, e-mail todtwcom@ms.foundation.org, call (800) 676-7780 or write Ms. Foundation for Women, 120 Wall Street, 33rd Floor, New York, NY 10005.

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1999

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CONCURRENT Sessions

MONDAY

April 26, 1999

Concurrent Sessions #1

1:00 - 2:00 p.m.

Ch. A. "Starting A Chapter Web Page"

ES. B. "Merchandising Know-How"

C. "Is the Work/Life Train Leaving Without You?"

D. "Stay Fit While You Sit"

E. "Implementing Your Best Conference Ideas"

Concurrent Sessions #2

2:15 - 3:15 p.m.

Ch. A. "Chapter Workshops"

ES. B. "Marketing Strategies"

C. "Employee Services' Role in the Work/Life Arena"

D. "Eldercare—Maintaining Employee Productivity"

E. "Just In Time Leadership™"

TUESDAY

April 27, 1999

Concurrent Sessions #3

10:15 - 11:15 a.m.

Ch. A. "Customer Service—Responding to the Angry Customer"

ES. B. "How to Start an Employee Store"

C. "Coloring Outside The Lines™"

D. "Creating a Flexible Workplace"

E. "Implement Now, Perfect Later"

Concurrent Sessions #4

4:30 - 5:30 p.m.

Ch. A. "Growing Your Membership"

ES. B. "Focus and Control—The Foundation for Good Decision Making" (POS Inventory Management)

C. "Professional Development Through Certification"

WEDNESDAY

April 28, 1999

Concurrent Sessions #5

9:00 - 10:00 a.m.

A. "Employee Services In Great Britain"

ES. B. "Retailing Trends"

C. "Employee Recognition: A Strategy to Fit Your Company's Needs and Culture"

D. "Preparing A Request For Proposals"

E. "5 Ways To Attain Management Awareness"

Concurrent Sessions #6

10:15 - 11:15 a.m.

A. "How Future Technology Will Affect Employee Services"

ES. B. "E-Commerce And The Employee Store"

C. "Have The Time Of Your Life—Make Time Work For You"

D. "Programming For Multiple Locations/Facilities"

E. "To Be Or Not To Be: Should Contract Employees Be Included In Employee Services Programs?"

Ch.=Chapter Session
ES.=Employee Store Session

What's New!

Conference At A Glance

General Sessions

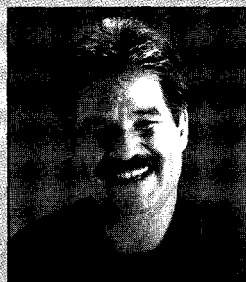


Monday, April 26
9:15-10:45 a.m.
"Managing
Generation X™"
Bruce Tulgan



Thursday, April 29
9:00-10:00 a.m.
"The Future Is In
Your Hands—Coping
With Change"
Keith Powell

Exhibitor Orientation



Monday, April 26
11:00 a.m.-12:30 p.m.
"Coloring WAY Outside
The Lines™"
Jeffrey Tobe

Exhibit Hall

Over 150 exhibitors are expected to attend, providing you with a vast array of new employee services and programming ideas. Exhibitors will display sporting goods; sportswear; resort properties; auto rentals; convention and visitors services; group and individual employee vacation travel programs; health and fitness equipment and programs; theme parks; family entertainment centers; and employee store products. Other suppliers will be available to discuss a number of innovative ideas that can help you enhance your employee services and recreation program.

Concurrent Sessions

This year NESRA is delivering more interactive, concurrent sessions. We reduced the number of general sessions to two and added two more tracks of concurrent sessions. You'll find more workshops and a new and improved Strategy Exchange. This once-a-year event is packed with practical, ready-to-use ideas to make your employee services program even greater.

Sunday, April 25, 1999

9:00 a.m.-9:00 p.m.	Registration
12:00-2:00 p.m.	Employee Store Workshop
2:00-4:00 p.m.	Regional Council Mtgs.
4:30-5:30 p.m.	New Delegate Attendee Session
8:00-10:00 p.m.	All Attendee Reception Poolside

Monday, April 26, 1999

7:30 a.m.-7:30 p.m.	Registration
8:00-9:00 a.m.	Regional Breakfasts
9:15-10:45 a.m.	Opening Session
11:00 a.m.-12:30 p.m.	Exhibitors' Orientation Session (buffet in the Exhibit Hall)
11:30 a.m.-12:30 p.m.	Certification Luncheon (CESRAs, RVESRAs only) (lunch on your own)
1:00-2:00 p.m.	Concurrent Sessions #1
2:15-3:15 p.m.	Concurrent Sessions #2
3:45-6:15 p.m.	Exhibit Hall Grand Opening (dinner on your own)
8:00-10:00 p.m.	"Innovations In Fun" Event

Tuesday, April 27, 1999

7:30 a.m.-6:30 p.m.	Registration (breakfast on your own)
8:00-9:00 a.m.	Spouse/Guest Breakfast
9:00 a.m.-3:00 p.m.	Spouse/Guest Tour (lunch served)
8:30-10:00 a.m.	Strategy Exchange
10:15-11:15 a.m.	Concurrent Sessions #3
11:30 a.m.-1:30 p.m.	Member Appreciation Luncheon
1:45-4:15 p.m.	Exhibit Hall Open (dessert served)
4:30-5:30 p.m.	Concurrent Sessions #4
5:45-6:45 p.m.	Chapter Representatives Reception (evening on your own)

Wednesday, April 28, 1999

8:00 a.m.-5:30 p.m.	Registration (breakfast on your own)
9:00-10:00 a.m.	Concurrent Sessions #5
10:15-11:15 a.m.	Concurrent Sessions #6
11:30 a.m.-1:30 p.m.	Exhibit Hall Grand Finale (box lunch served)
Evening	"Club NESRA" Evening Event

Thursday, April 29, 1999

8:30-10:00 a.m.	Registration
9:00-10:00 a.m.	General Session
10:00 a.m.-Noon	Closing Brunch

NESRA's
58th Annual Conference and Exhibit
Rio Suite Hotel & Casino, Las Vegas, Nevada
April 25 - 29, 1999
Registration Form

Full Name (Print) _____ Common First Name _____

Position _____

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes ____ No ____

Does your company have an employee store? Yes ____ No ____ Do you manage it? Yes ____ No ____

Expected date of Arrival _____ Departure _____

() Please check if you have disabilities and require special services. Attach a description of your needs.

Payment method: check _____ VISA _____ Mastercard _____ American Express _____

Credit card number: _____ Expiration date: _____

REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/19/99	After 3/19/99
NESRA Organization Member	\$480	\$495
Non-Member Delegate	575	595
Associate Member non-exhibiting	800	850
Spouse	210	225
College Student	150	165
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371 or fax the registration form with your credit card information to NESRA at (630) 368-1286. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/99. After that date, a refund is not guaranteed.

All room reservations must be made **directly** with the Rio Suite Hotel & Casino. We cannot guarantee room availability after 3/19/99, consequently we suggest you telephone in your room reservation to the hotel at (702) 252-7777. Be sure to state that you are part of the NESRA Conference. The NESRA Conference room rate at the Rio Suite Hotel & Casino is \$106 per night (single or double occupancy). Children under 16 will be allowed in the Exhibit Hall on Wednesday only.

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1 2 3 4 5

9 Steps To Being A Good Buyer

By Richard G. Ensman, Jr.

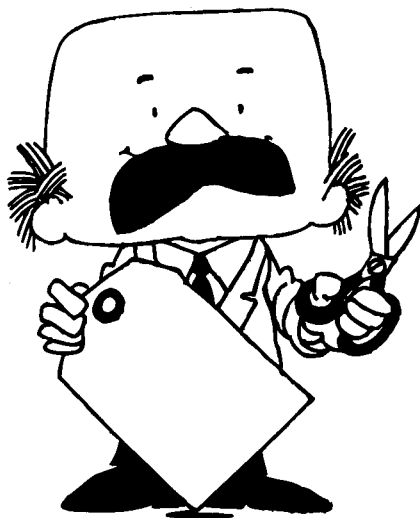
Read any business magazine these days and you'll see article after article on customer service. But how many articles do you read about quality customers? Not many.

Yet, when you think about it, the customer is the single most important influence on customer service. It's the customer who ponders the buying decision, negotiates, and ultimately sets the standards for quality service. In your store you deliver quality customer service. Read how you can trigger prompt attention from your suppliers.

This article is designed to help you become a good customer when buying merchandise for your employee store. And, to become a good customer, you must understand the **B-U-Y W-I-S-E-I-Y** formula. This simple 9-step formula will help ensure that you get full value for every dollar you spend:

- ◆ **Step 1: Be specific.** Many, perhaps most, misunderstandings are created over unclear customer expectations. So when you plan to buy something—whether it's a can of paint or a full-fledged computer system—define your needs as closely as possible. Be specific in identifying the performance and results you're seeking.
- ◆ **Step 2: Understand your options.** How often do you go back to a familiar supply source, or accept the same terms you've always accepted when it comes time to buy? Or, how often do you base a buying decision solely on the vague recommendation of a friend? If you're like most people, you do both frequently. Before making purchasing decisions, don't hesitate to contact several vendors. If you're embarking on a major purchase, don't hesitate to ask for references. And above all, don't hesitate to probe the capabilities of each of the vendors you speak with.
- ◆ **Step 3: Tell the supplier, "it's Your move."** In today's fast-paced world, you want your purchases wrapped up fast. But your desire for speed might detract from your ability to negotiate a good deal. Trade speed for deliberation. Encourage your prospective supplier to explain why he can meet your needs better than his competitors. Wait for him to come up with the best price and the most cost-effective deal possible. The less the seller knows about your bottom-line terms, the more likely he'll try to come up with a favorable proposal.
- ◆ **Step 4: Aim for a Win-win situation.** While you may negotiate with a seller, remember that a successful purchase is good for both of you. Look for ways the seller can make valuable concessions to you without substantially decreasing her profit. Some examples: an added warranty, a free premium, special training services, or discounts on future purchases.
- ◆ **Step 5: Impose deadlines and conditions when necessary.** When a seller's proposal is unacceptable and you sense that the seller is testing you, don't hesitate to force his hand. For example, indicate the date you're going to make a final decision. Identify three things in the proposal you won't accept. Will these bottom-line conditions close off negotiations? Possibly, but they might also spur the seller toward an acceptable sale.
- ◆ **Step 6: Seek help from outside.** If you're about to make a major purchase, remember that an outsider—a consultant, an agent or a friend—can sometimes negotiate more favorable prices and terms than you could negotiate yourself. An outsider often brings more exper-

tise, objectivity and bargaining power to the table. Put bluntly, the seller knows that the outsider has potential influence with many customers. That's one of the reasons many firms use consultants when they buy high-priced goods and services like master insurance policies and computer systems.



- ◆ **Step 7: Educate the seller about your special needs.** Before the sale is concluded, or after the sale is made, ask the seller to help meet some special need not directly related to the sale itself: a set of training manuals for another product, assistance with a business problem, or financial support of your favorite charitable project. This is an opportunity for the seller to build goodwill.
- ◆ **Step 8: Look for after-sale service.** In evaluating a seller, be sure that she has the capability to provide you with whatever after-sale service you might need. The seller should help turn a single sale into a satisfying long-term business relationship.
- ◆ **Step 9: Yell for help when necessary.** If you don't get the service and support you expect after the sale, if a product appears shoddy, or if the seller doesn't appear willing or able to meet the terms you previously agreed upon, ask for help from a person who is in a position to make things right. This might be the seller's sale manager, or a top company official. If you're dealing with products that are bound by legal restrictions, it might be a regu-

latory agency. Remember: an angry buyer, or even the threat of an angry buyer, is often incentive enough to quickly settle a legitimate complaint.

Buyers have never had it so good. A competitive, global economy is forcing business firms of every size and stripe to go out of their way to meet the needs of customers and add value to the purchase they make.

However, the buying process is a two-way street. Sellers must reach for high service standards in the marketplace. Much of the responsibility for a successful buyer-seller relationship, then, rests squarely on your shoulders.

Richard G. Ensman, Jr. is a freelance writer in Rochester, New York. He can be reached at (716) 889-1321.

**See next month's
issue of Employee
Services
Management for
a list of
exhibitors
attending
NESRA's 58th
Annual
Conference &
Exhibit!**

Here's a listing of new National Associate Members. Keep these updates with your complete Buyer's Guide, published in the July, 1998 issue of ESM or view our updated Buyer's Guide at www.nesra.org.

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(Continued from Page 44)

In both commercial and residential settings, users typically obtain download speeds of one megabit per second and higher, says Possumato, who is also an independent broadband Internet consultant.

Satellite Options

People living in single-family homes have other options besides waiting for their cable and phone companies. The most viable alternative today is satellite access, provided by companies such as Hughes Network Systems, (800) DIRECPC, <http://www.direcpc.com>.


Hughes' service, called DirecPC, is available in the U.S., Canada, Mexico, Europe, and North Asia. Users download the Web, newsgroups, e-mail, and other data from its satellite using a 21-inch satellite dish and upload data using a con-

ventional modem and phone line. Download speeds are typically around 400 kilobits (thousand bits) per second.



DirecPC works only with Pentium-class PCs equipped with at least 32 megabytes of memory that are running Windows 95, Windows 98 or Windows NT 4.0. If you have a Macintosh computer, you can use DirecPC only if the Mac is connected to a PC network.

You also need a clear line of sight south from your home or office to the Hughes satellite itself, which is in geostationary orbit around the equator. If other buildings or trees block the satellite, you cannot use the service. You can call Hughes' installation specialists at (800) 886-4947 if you have questions about the suitability of your location.

Hughes recently revamped the pricing of its service, making it easier to figure out how much you would spend each month. The satellite dish and receiver cost nearly \$200 after rebates and there's a one-time activation fee of about \$50. Up to 25 hours a month of access costs around \$30 and up to 100 hours costs almost \$50. If you use DirecPC in a business setting, the cost is around \$130 per month for up to 200 hours, and you will receive four e-mail accounts instead of one. 

Reid Goldsborough is a syndicated columnist and author of the book Straight Talk About the Information Superhighway. He can be reached at reidgold@netaxs.com or <http://members.home.net/reidgold>.



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FAX (860) 726-5920

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FAX (410) 234-5544

LFRA/Washington, D.C.

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FAX (860) 726-5920

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FAX (973) 802-5466

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FAX (212) 456-5480

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FAX (609) 547-8284

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Pennsylvania.
Barb Spurlock, CESRA,
(717) 851-2321
FAX (717) 851-3375

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National Director
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(727) 797-1818 x206
FAX (727) 791-3459

Regional Director

Debbie Colston,
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FAX (502) 627-2259

NESRA of Augusta
Georgia/Augusta,
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CESRA, (803) 642-0314
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NCTC of NESRA/
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FAX (919) 549-9138

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Ralph Recht, RVESRA,
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FAX (407) 855-6884

NESRA of Northeast
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Florida. Marilyn Berleue,
(904) 549-3553
FAX (904) 549-3558

NESRA South Florida/
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Gloria Murphy,
(305) 625-5388 x338
FAX (800) 233-7990

North Carolina Foothills
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Nina Greene,
(828) 326-8350
FAX (828) 326-8236

River City NESRA/
Louisville, Kentucky.
Debbie Colston,
(502) 627-2503
FAX (502) 627-2259

Tampa Bay/Suncoast/
Tampa, Florida.
Shirley Tilghman,
(813) 972-7200 x1024
FAX (813) 972-7856

Midwest Region

National Director
Mickey Alderman,
CESRA, (248) 589-0334
FAX (248) 435-0515

MERSC/Minneapolis-
St. Paul, Minnesota.
Sue Shepherd,
(651) 459-1482
FAX (651) 459-2054

MESRA/Detroit,
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FAX (313) 964-5087

NESRA of Central
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Indiana. Willadean
Duncan, (317) 244-3660
FAX (317) 244-1247

NESRA-Chicago/
Chicago, Illinois. Joanne
Mueller, (630) 990-2714
FAX (630) 572-0885

NIESRA/Warsaw,
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NESRA-EOWP/
Warren, Ohio. John
Roberts, (330) 740-8130
FAX (330) 746-2909

Wisconsin NESRA/
Milwaukee, Wisconsin.
Elaine Nap,
(414) 291-6761
FAX (414) 291-7084

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John Rath, CESRA,
(972) 334-5910
FAX (972) 334-6378

NESRA of Southeast
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Phil Hall, CESRA
(281) 514-6690
FAX (281) 514-0762

NESRA of North Texas/
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Donna Leach,
(972) 583-9494
FAX (972) 583-8880

NESRA of Colorado/
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Lori Sharp, CESRA
(303) 977-6750
FAX (303) 977-3293

NESRA of San Antonio/
San Antonio, Texas.
Denise Staudt, CESRA,
(210) 476-4151
FAX (210) 476-4656

Western Region

National Director
Pam Tessitore, CESRA,
(602) 336-3891
FAX (602) 277-8588

Regional Director
Ron Smith, CESRA,
(602) 930-2840
FAX (602) 931-9651

AIRC/Burbank,
California. Kim
Crookston, RVESRA,
(805) 253-5938
FAX (805) 253-5565

ESROC/Orange County,
California. Phyllis Smith,
CESRA, (626) 913-4014
FAX (626) 964-7242

GLAAIRC/Los Angeles,
California. Patti Wantz,
(310) 364-5194
FAX (310) 364-5090

NESRA Chapter of
Southern Arizona/
Tucson, Arizona.
Debbie Bruns,
(520) 577-4005
FAX (520) 577-4085

NESRA of Greater
Phoenix/Phoenix, Arizona.
Ron Smith, CESRA,
(602) 930-2840
FAX (602) 931-9651

NESRA of the Bay Area/
San Francisco, California.
Nancy Walter, CESRA,
(925) 356-8694
FAX (925) 356-1141

NESRA of Greater
Sacramento/
Sacramento, California.
Doug Chadboyne,
(530) 532-4144
FAX (530) 532-4122

NESRA of the Inland
Empire/Riverside and
San Bernardino, California.
Gerald Toerner, RVESRA,
(909) 937-5239
FAX (909) 937-5215

NESRA of San Diego/
San Diego, California.
Maria Gobbi,
(760) 722-5844
FAX (760) 722-5844

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Washington. Kathy Kauno,
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Personal Computing The Need for Speed on the Internet

By Reid Goldsborough

Virtually everybody wants faster Internet access. A new study by the Yankee Group, a Boston-based market research firm, revealed that 84 percent of internet users feel a need for more speed. Web sites laden with graphics and other special effects can even slow a screaming new PC down to a crawl.

The problem is a short supply of "bandwidth." Most business and home users are limited by the amount of data that conventional phone lines and modems can transmit. The solution is "broadband" services that pump up your Internet connection.

Broadband Services

For nearly a year now, I've been using the @Home cable Internet service (<http://www.home.net>), available from Comcast, TCI and Cox in the U.S. and Canada. It makes connecting to most Web sites nearly as fast as using programs that reside on your computer's hard disk or your company's network fileserver. Download speeds typically range from 1.5 to 3 megabits (million bits) per second, which is up to 65 times faster than today's speediest conventional modems.

Cable Internet access typically costs about twice the \$19.95 per month fee of conventional Internet access. One company charges an installation fee of \$149 plus \$39.95 per month for cable TV customers or \$49.95 per month otherwise.

Along with cable Internet service provided by cable TV companies, the other major technology battling over the digital future is digital subscriber line (DSL) service provided by telephone companies. Pacific Bell's DSL service

(<http://www.pacbell.com/products/business/fas-trak/dsl>) provides download speeds of up to 1.5 megabits per second. The service typically costs around \$660 for the modem, \$125 for signup, and \$220 per month for access.

With both cable and DSL there's a caveat—the slow pace of the rollout of these services. Most people simply don't have access and won't for some time to come. Cable has a lead over DSL in the availability race, but even here only one out of seven Internet users has access to cable service, according to the Yankee study.

Meeting the Demand

For some business and home users, a number of enterprising companies are jumping in to meet this unsatisfied demand. Philadelphia-based LTA Communications, (215) 567-0174, for instance, is busily connecting local office buildings and apartment houses to the Internet, using an innovative blend of high-speed technologies.

Working with an apartment-house manager or a business owner, LTA first runs a "T1" line to the building, says John Possumato, executive vice president, LTA Communications. This is the same dedicated high-capacity phone line that many larger businesses lease for around \$1,500 a month.

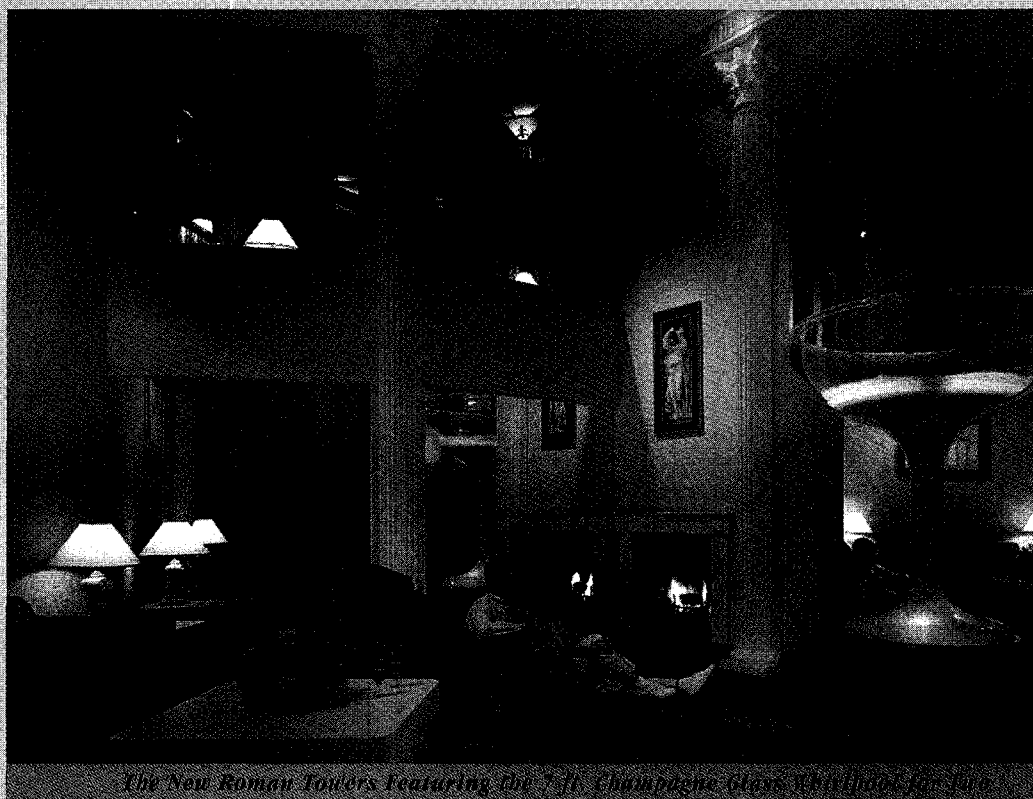
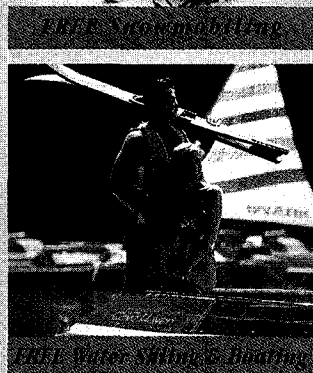
The innovation comes in when the company then uses cable or DSL modems within the building to connect individual users to the T1 line. This can bring the cost down to \$300-\$900 per month for a small or medium-sized business or \$40-\$100 per month for individuals in an apartment complex.

(Continued on Page 42)

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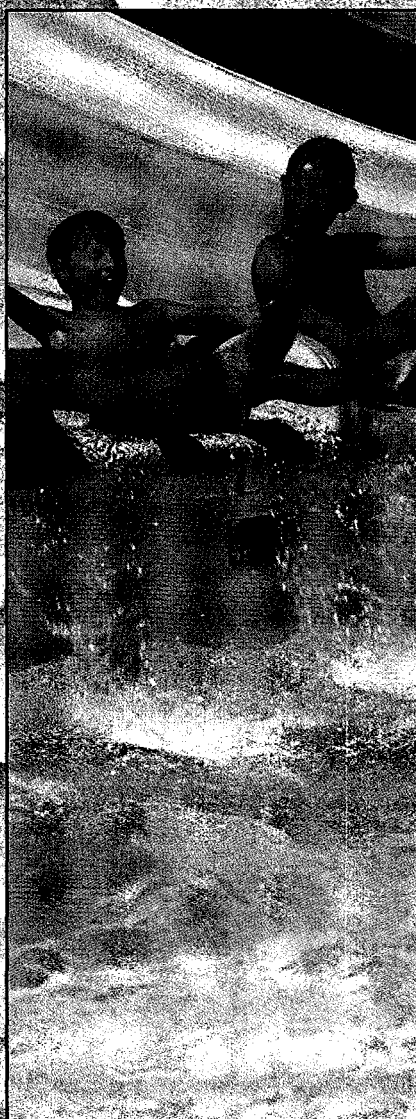
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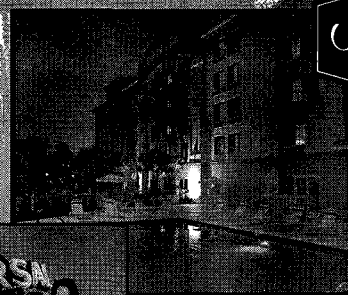
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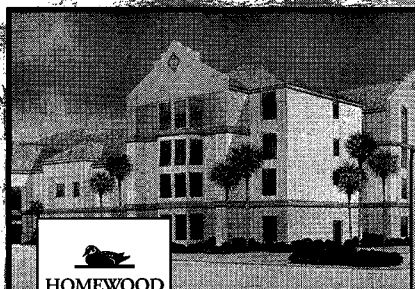
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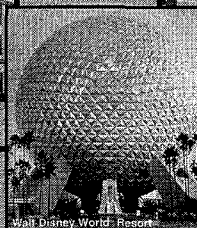
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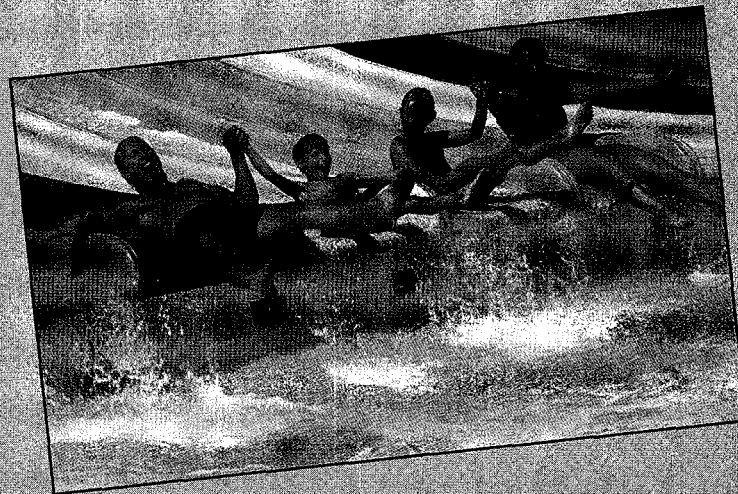
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April 1999

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View the conference schedule and sign up today to bring back new skills and techniques for your employee services program.

Early Bird Specials

By Renee M. Mula

Spring is in the air and that means April 25-29, 1999 is approaching us quickly. For those who have not heard the word, those are the dates of NESRA's 58th Annual Conference & Exhibit and this issue will help you prepare for the conference BEFORE you arrive in Las Vegas. Get your pen and paper ready as you read "Get More From NESRA's Conference With The Right People Skills," on pages 24-27, where you can learn how to map out a game plan that will get you the answers you need during your visit to NESRA's sold out Exhibit Hall. Learn what to bring with you and how to communicate with exhibitors in a productive manner.

To further aid your Exhibit Hall strategy, take a look at "Sample the Sights and Sounds of NESRA's Exhibit Hall," pages 28-30, where you will find a listing of registered exhibitors as of press time. Glance at the Exhibit Hall layout and take note of the booth assignments to plan your route.

Then, consider viewing the conference schedule on page 31 and begin planning the rest of your conference days by marking the concurrent session topics of your interest. See the Conference at a Glance on page 32 for a quick conference lineup. If you haven't signed up already, now is your chance to fill out the registration form on page 34 and send it to NESRA Headquarters.

Would you like to share what NESRA means to you? Look for this year's Testimonial Booth at the NESRA Booth, located in the middle of the Exhibit Hall. Here's your opportunity to share your NESRA success stories about everything from how you benefit from NESRA's Conference & Exhibit to membership services to networking experiences. Get your picture taken and, who knows, your testimonial could make it in an issue of *Employee Services Management* magazine (with your permission, of course!).

Employees like to become more active this time of year. Check out the cover story and learn where the new millennium will take employee recreation programs. How are employee services providers keeping their facilities up-to-date and what new recreation programs are making their way into the corporate environment? Then, take a look at page 15 to find out "What's Hot, Hot, Hot!" in recreation.

I hope everyone enjoys themselves at NESRA's 58th Annual Conference & Exhibit and I hope to meet many of you as we take in all of the useful information our presenters and exhibitors have to offer. See you in Las Vegas!

What are employees wearing to work these days? Do you have a strict or unfair dress code; or are your coworkers donning casual wear? E-mail me with your opinions on today's office attire at reneemula@nesra.org.

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MANAGEMENT

Publisher

PATRICK B. STINSON

Director of Communications

CYNTHIA M. HELSON

Editor

RENEE M. MULA

Designer

DALE DODSON

Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd.
Solon, OH 44139
(800) 335-7500 (440) 349-3353
Fax (440) 349-3447
E-Mail: bashian@idt.net

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.
Solon, OH 44139
(440) 498-9297
Fax (440) 498-9298
E-Mail: abvsales@aol.com

ROBERT H. KRUHM

Box 234
Fulton, MD 20759
(301) 924-4473
Fax (301) 854-2464
E-Mail: rhkruhm@mindspring.com

Editorial Advisory Board

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Oak Brook, IL
60523-2371

(630) 368-1280

(630) 368-1286 FAX

<http://www.nesra.org>
nesrahq@nesra.org

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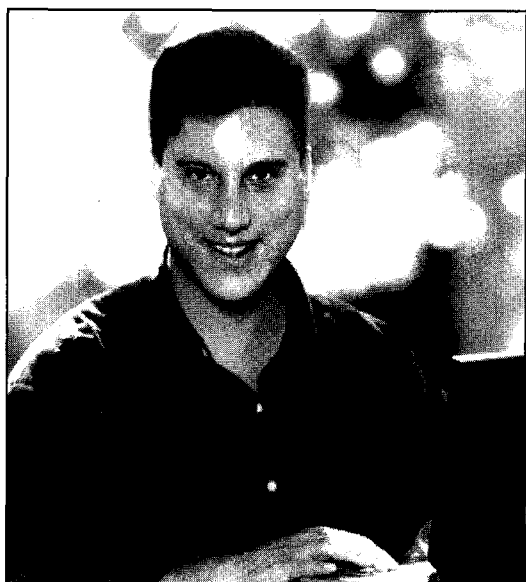
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Turn to page 34 to register.

"The person who can read but doesn't, has no advantage over the person who can't read."

Mark Twain

Health Clubs for Kids

Across the country, children are exercising and getting in shape at new pint-sized health clubs. As an alternative or addition to traditional day care, kiddie gyms offer aerobic classes for 6-16 year olds, including the use of miniature equipment such as weight machines and free weights.

As a result of this new industry, retailers of children's workout equipment are sprouting up. Entrepreneurs are working to find companies willing to work with them for the development of kid-sized equipment.

Although the American Academy of Pediatrics still believes that cardiovascular exercise should be the exercise of choice for young bodies, they do believe that children can be allowed to work out with gym equipment as long as they are in monitored surroundings. In addition to equipment being sized accordingly, safety features must be built into machines to eliminate possible injuries to young ones.

Workout gyms could be the answer to the concern that our youth have become much too sedentary. The number of children deemed too heavy has gone up

from six to 14 percent since the 1970s, according to the National Center for Health Statistics. Physical education programs are being eliminated on a regular basis in an attempt to reduce education costs.

To that point, statistics indicate that our

children are much more overweight

today than their counterparts were years ago. An attractive alternative to after-school programs, gyms provide children with much needed physical activity.

Parents seem to be very receptive to the trend. In addition to improving health benefits, workouts also tend to improve the disposition of children. As opposed to time spent within traditional day care, school-aged children are enjoying after-school activities. Furthermore, these kids are learning to enjoy exercise—a benefit that will carry them into a healthy adulthood.

(Source: *The Wall Street Journal*, August 4, 1998)

A newsletter of ideas for the Employee Services and Recreation Provider

KEYNOTES

Stress in the Workplace

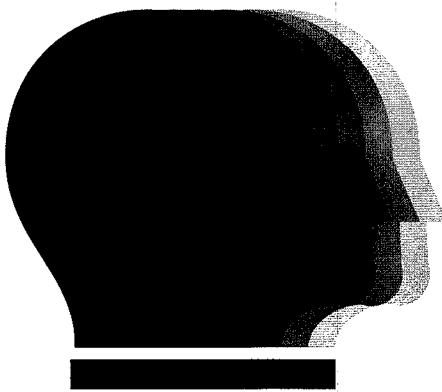
Once thought to be innocent and unavoidable, experts now view job stress as a hazard in the workplace which can be very costly to employers.

Stress on the job and other related problems cost companies approximately \$200 billion dollars a year. Contributing to these costs is the rising trend of more Workman's Compensation claims as a result of mental distress on the job. Affecting the profitability of many companies, turnover, absenteeism and morale all take away from the bottom line. Previously unheard of, the courts are ruling that employers are liable for stress-induced illness.

The corporate workplace is very stressful. In addition to work-induced stress, employees worry about downsizing and layoffs. Furthermore, adding to the stress, many times, is the fact that two-income families are constantly balancing needs at home with needs at the office.

Research studies now indicate that learning is affected and memory diminished when individuals are under unrealistic

stress levels. Statistics also indicate that stress breaks down barriers necessary to keep individuals healthy. Recent studies prove that the occurrence of common colds increases accordingly with levels of stress.



To reduce stress levels, companies are forced to become creative within their solutions:

- ◆ An increased number of companies now provide space within the office for employees to comfortably rest throughout the day.
- ◆ Employees can choose to participate in classes such as Yoga and Tai Chi, which are known to relieve stress.

◆ Companies offer employees an "allowance" to be applied toward stress-relieving activities such as skiing, ballroom dancing lessons, health club memberships, etc.

As companies continue to find ways to help employees deal with and cut stress levels, the point should be made that individuals also have a responsibility to themselves. In an attempt to find relief from everyday pressures, employees need to learn how to establish boundaries, both at work and at home, that will allow for the elimination of stress from everyday lives. See page 18 for *A Doctor's Prescription for Too Much Stress!*

(Source: *USA Today*, May 5, 1998)

DID YOU KNOW?

- One way to keep staff meetings from dragging on forever is to schedule them near the end of the day. Decide how much time a meeting *should* take and have its ending coincide with quitting time.

(Source: *Hope Health Letter*, October, 1998)

- According to an OfficeTeam survey, 14 percent of each 40-hour workweek is wasted due to poor communication between staff and managers. Results include errors, missed deadlines and poor job performance.

(Source: *OfficeTeam*, September 3, 1998)

"For a real quick energy boost, nothing beats having the boss walk in."

Robert Orben, comedy writer

Tips For an Effective Resume

Job seekers can command attention from potential employers with a powerful resume. Keep in mind that most employers will read a resume for only 10 seconds before deciding whether or not to consider the applicant. This means that your resume needs to be attractive and state, clearly, why you should be hired for the position. Here's some helpful hints to structure a resume that will get you noticed.

Keep your resume one page, with a lot of open space. Make sure your phone number is visible.

It is essential that your resume be specifically tailored for each job opening. Emphasize the skills you have that will benefit the employer. Explain why you are a perfect match for the position.

Start your resume off with your name, followed by your address, phone and fax number. Next, list past jobs, starting with the most recent. Using bold type, describe your past skills pertaining to the new position followed by a description of your past job duties in regular type. Now list any awards or certifications you have received along with your association memberships. Finally, end with your education, which is simply your degree and school.

For the purpose of eliminating unnecessary information, do not include a career profile or objective. Likewise, personal information such as your graduation date and addresses of former employers should not appear on your resume.

When writing your cover letter, keep in mind that they often go unread. The exception to this rule is when an applicant makes preliminary

(Continued on page 8)

• Many companies are changing their attitude about office romances. As a sign of changing times, AT&T has 8,000 employees who are married to each other and countless others who have dated.

(Source: Goldberg, Kohn, Bell, Black, Rosenbloom & Mortiz, Ltd., August, 1998)

• If you procrastinate, try setting a deadline time to start—instead of finish—an upcoming project.

(Source: Dun & Bradstreet Business Education Services)

Health Surveys: Reason for Concern?

Many companies are surveying employees about their health in an attempt to lower health costs and increase productivity.

Using questionnaires and surveys as a means of gaining personal information, employers manipulate the results in different ways. While one company requires employees to pay higher insurance premiums if they smoke, another rewards employees with a monthly allowance applied toward insurance premiums if they sign a pledge to regularly exercise and refrain from smoking.

The trend continues to grow as companies implement managed-care plans as a means to prevent health conditions from going unnoticed.

As a result, some employees feel they are being forced to disclose personal information. Employees are concerned that, if considered a health risk, they may be eliminated to keep insurance premiums down.

Consequently, if employees provide false information on the surveys they will not be useful.

(Source: USA Today, May 28, 1998)

Effective Resume

Continued from page 7

phone calls to determine whether or not an opening exists. Once the company indicates there is an opening, a one paragraph cover letter should be sent along with your resume. Keep the cover letter to one paragraph and state that you have already spoken to someone at the company. Thank the person for their time and set a date and time when you will call to confirm that they received the packet.

If you create your resume in a way that will demand the attention of the person reading it, you will get the results you desire.

(Source: Planner's Portfolio, September 1998)

Online Buying Habits

Consumers spent \$2.4 billion buying goods and services on the Internet last year. What are people buying online?

- ◆ 26 percent: Travel
- ◆ 35 percent: Computer products
- ◆ 7 percent: Books and music
- ◆ 6 percent: Gifts and flowers
- ◆ 26 percent: Other

(Source: Inc. magazine)

Making the Best of Commuting

The 100-million Americans who drive to work everyday are now learning how to use their commuting time more wisely. Companies are targeting commuters with their products that will make life a little easier on the road.

Since many commuters are behind the wheel at or around breakfast and dinner time, fast-food companies are designing meals with the long drive in mind. In addition to drive-through windows, fast-food companies advertise food products that are easy to hold and eat while in transit.

Even the packaging is created so that food can be eaten easily while driving. Some hash browns stick out of a mini-bag so that the commuter does not need to



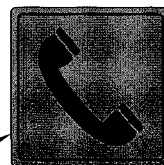
remove any packaging or worry about creating a mess. It is now easier to dine in the car because of food products like pita pockets and wraps.

Today's cars include equipment to make car dining convenient. Cup holders are included as standard equipment in both front and back seats. Many fast-food outlets are now providing super-sized drinks in cups tapered to fit in standard-sized cup holders.

Drivers are finding creative ways to entertain themselves during long rides to and from work.

Books on tape are becoming popular among commuters. Individuals who do not have enough free time to read are now "reading" on their way to the office. The rental company and library businesses are booming by providing commuters with current book titles on tape.

Cellular phones are taking the edge off of commuters. Once used just to check in at home, cell phones allow users to verify bank balances, check on current stock quotes and place orders with catalog companies. Cell phones make it easy for commuters to save time by communicating while on the road.



Taking technology one step further, cars of the future are being designed with factory installed computers. Microsoft is currently developing a voice-synthesized system that will allow drivers to keep their eyes on the road and transact business at the same time. However, the safety factor involved with such usage still needs to be addressed. As with cell phones, critics argue that this equipment causes users to be distracted, thereby resulting in an increase in the number of automobile accidents.

(Source: American Demographics, July 1998)

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Editor/Production: Renee M. Mula

What's Your Break Room Décor?

Have you ever noticed your employees' demeanors after returning from lunch? Are they rejuvenated and ready to work or tired and unproductive? Well, if you chose the latter, you may want to consider reviewing the ambience of your break room. That's right! Your break room should be a positive environment that will uplift your employees' spirits and allow them to return to work refreshed and ready to work. In a recent NESRA E-mail Service inquiry, Patty Randall, Disneyland, Anaheim, CA, asked members how they spiced up their break rooms. Here is a sample of their ideas.

*We are refurnishing our break rooms.
Do you have any suggestions?*

Debra Udyecz, CESRA
University of Washington Physicians
Seattle, WA

You may want to include a lending library of books in your break room. We established our library using donated books from a used book sale we planned as part of a United Way campaign. Employees also donated books. The proceeds went towards United Way, and the leftover books created the foundation of our new library.

Ralph Ferrara, CESRA
General Mills, Inc.
Minneapolis, MN

Ask employees with artistic talents to paint the walls with clever graffiti or pictures of your company's products or services. To keep the room clean, place signs warning employees to "clean as you go." Appoint employees to spot check the condition of the rooms.

Joseph Sarwacinski
Inland Athletic Association, Inc.
East Chicago, IN

Here are a couple things that ring our employees' bells in the smoke/break room: appropriate business magazines or periodicals, copies of crossword puzzles for individuals or groups to work on, dictionaries, a dry eraser board and Internet access via our intranet.

Joe Hauglie, CESRA
Computing Devices International
Bloomington, MN

Ceridian is in the process of constructing a new corporate headquarters in Bloomington, MN. We are planning to have, what we will call, an "Activity Center" on each wing of the building. There are 75-85 people per wing. Based on employee input, benchmarking, site visits of other facilities and input from our in-terior design architects, here are our standard resources planned for each Activity Center:

- Full-size refrigerator
- Two microwaves
- Table with six chairs
- TV monitor with cable
- Counter with five stools and laptop hookups
- Double sink
- Coffee machine
- Storage cabinets

Nicholas Barbera
Novartis Pharmaceuticals Corporation
East Hanover, NJ

We assigned the responsibilities of upkeep and daily replenishment of all break areas to the food service vendors. They maintain the vending

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Environment
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STRATEGIC FORUM

machines in all the break areas. (This service is usually covered in the food service vendor agreement.) The cafeteria service places cold vending machines, in larger areas, stocked with freshly made sandwiches, bagels, high-end drinks, etc. Some have an 'honor' soup station where fresh soup is provided and employees pay into a coin box. There is always a microwave oven, refrigerator, forks, knives, spoons, napkins, basic condiments, etc. in place. We also have coffee stations that are replenished daily.

Glenda Herron

**Lockheed Martin Vought Systems
Dallas, TX**

Although, the employee club is not in charge of the break rooms I do have some suggestions. Consider installing a bulletin board, digital information system or an information center of some type, and a telephone.

Joan Gaffany

**FBI Recreation Association
Washington, DC**

In a break area, reading materials, i.e., brochure racks and magazines, etc., would be welcomed.

Note: Receive time-saving programming ideas via e-mail by joining the NESRA E-mail Service, where you can post questions you need answered and receive responses from NESRA peers. Sign up on page 11.

The NESRA E-mail Service

Allows you to Ask Your Peers for Advice

- Q.** We have held a quarterly brunch to recognize employees. How can I change the format of the event to show employees more appreciation?
- Q.** What is everyone doing for Take Our Daughters to Work Day?
- Q.** I'm trying to make my employee services department more of an electronic self-serve operation. How do other NESRA members present their websites to employees?

These are just some of the questions presented and answered by NESRA Headquarters and NESRA peers through the NESRA E-mail Service.

If you want to be on the list to receive answers to these questions and to ask your own questions via e-mail, plus receive announcements of special promotions from NESRA website sponsors, complete the attached form.

Yes, sign me up for the NESRA E-mail Service.

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YOU'VE COME A LONG WAY, RECREATION



All aboard! Employees at Lockheed Martin, Ft. Worth, TX, can join the employee Railroad Club, where members have access to the club's permanent railroad layout or the traveling display used for railroad shows.

By Karen G. Beagley

In the beginning, recreation facilities consisted of baseball/softball diamonds, possibly a picnic table or two and occasionally playground equipment. All that has changed as corporations expand to give their employees the same, or even better services than they can get at their local park district.

Corporate recreation facilities are undergoing a change, and not just in the types of services

they offer. Some facilities are being donated to local communities to save their owners expensive taxes and to cut property bases. The corporation maintains control of the facilities and its employees receive priority treatment, but the corporation no longer owns the land.

"Boeing is donating its recreation facility land to the county," says Terry Swinney, manager of office and food services, Boeing Helicopters,



Arts, crafts and hobby clubs offered through employee services associations include pottery, jewelry-making and ceramics.

Philadelphia, PA. "The title will transfer this year. I will be the interface between the company and the county."

Boeing has two softball diamonds, four tennis courts, two volleyball and two handball courts, a par course, fitness trail and a picnic pavilion. Its employees will maintain priority use of the facility. Currently, if an employee wants to reserve the whole facility for an outing, he first must write a letter to Swinney. That is not expected to change under the county ownership.

The disadvantage to this arrangement is the participant usage increases to include people outside the Boeing family. "We will now have 500 times as many people competing for the same recreation facility," Swinney says. "Some of that won't be as great an issue as our employee population decreases. We presently have 5,600 employees and are expected to cut to 4,500 by the end of 1999."

Converting Existing Facilities

In contrast to those selling recreation facilities are those companies who are adding and changing existing facilities. Whether it is a rehabilitation situation, conversion or meeting the needs of the employees with new offerings, the look of recreation continues to change.

As racquet sports decline in popularity in many areas of the country, corporate recreation facilities are converting those courts to other uses. "We converted an old tennis court to a roller hockey area," says Mickey Alderman, CESRA, director of parks and recreation, City of Clawson, Clawson, MI. "We knew it was popular and children were playing roller hockey in the streets. It turns an unused court into a safe area for the chil-

dren to play. We have even thought about developing a roller hockey league."

The City of Clawson is also converting a room in its community center into a media resources center and plans to have intergenerational programs. These programs would intertwine both the childcare and seniors' activities. "We feel there are a lot of latch-key children who would benefit from time spent with the seniors," Alderman explains.

"We're planning on some tutoring programs and joint activities."

S.C. Johnson A Family Company, Racine, WI, recently rehabilitated an indoor racquetball court into two kindergarten classrooms. These classrooms previously were housed in the childcare building. "The older children are now in a different building than the younger children," says Jim Malone, manager of recreation and fitness. "Infants through four or five years old are in the childcare building; the rest are here in this building."

Incorporating additional children's programs into existing activities seems to be a popular venue. Baptist Regional Medical Center, Corbin, KY, has initiated a children's gym. "The children participate in group exercises, obstacle courses, and discussions on fitness and health," says Jennifer Crow, wellness coordinator. "We also are planning on doubling the size of our facility by adding two aerobic studios, a martial arts center, physical therapy and more children's activities."

Meeting the needs of their employees is a constant struggle for those managing recreation facilities. While the popularity of racquet sports is declining, golf is increasing in appeal. Lockheed Martin Recreation Association, Ft. Worth, TX, has opened a driving range. Its 18-hole championship golf course has been opened since 1970. "We had a softball and soccer field that weren't being used, so rather than sell the property, we converted it into a driving range," says J.D. Smith, manager of the recreation association. "The demand for the driving range is high and we open it to the public, but we don't advertise. This range is in addition to the driving range we have at the golf course."

New Recreation Programs

The Operations Recreation Association (ORA) at Savannah River Site, Aiken, SC, not only adds

**Incorporating
Additional
Children's
Programs Into
Existing
Activities
Seems To Be A
Popular
Venue**

new facilities to meet its members' needs but also looks at the income-producing ability of the facilities. The association has jumped on golf's popularity by opening a Par 3 golf course. "It is open to the public and eventually employees will get a break in their price," says John Felak, CESRA, executive director. "We had the money in our savings and operating budget. We developed the design and have no participant age limits. Golf courses in the area limit the age of children players and we did not want to do that. We feel golf is a growing market, especially among children since Tiger Woods is a role model. We attract even more participants because we do not impose a skill level requirement to play our course."

The ORA operates two additional facilities: a remote control car track and a paintball course. Both facilities are unique to the area, open to the public, and operated and built largely by volunteers. "When we are adding a facility or program, we look to complement what is already out there



Employee clubs range from country/western dance classes with different styles and skill levels to a radio club equipped with the latest HR, VHF and UHF equipment.

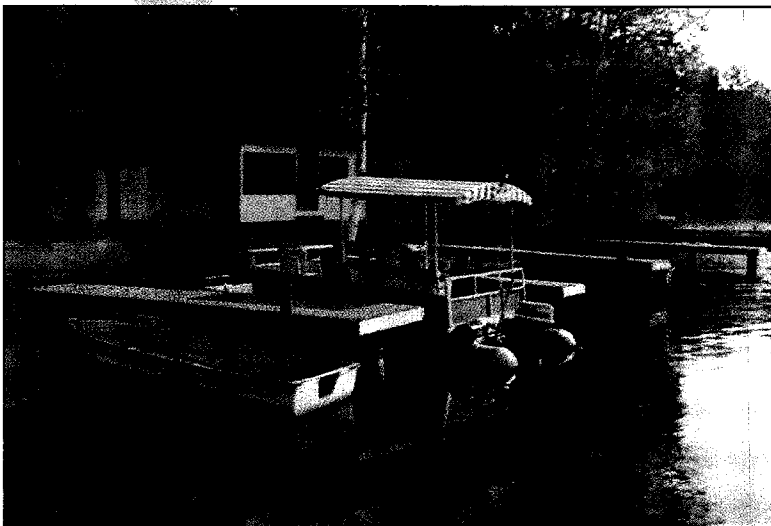


in our area," says Felak. "We don't want to compete with other facilities but instead offer something unique."

The remote control car track is an oval track 380 feet long. It features hairpin turns, moguls, jumps and other obstacles. It takes approximately 25-30 seconds for these cars, which can cost \$400 or more, to complete one lap. "We have between 20-30 people racing each week," Felak says. "They pay to race and the money comes to our association. We purchase trophies and we built the track, maintain it and light it for night racing."

"The track was built because there was a group of employees who wanted it. They did lots of volunteer work to get this going. They also volunteer to set up the races. We sponsor four to five regional events in which participants pay \$40 to race. We host a statewide event as well. Right now it is not really making money but concessions at the bigger events give us a profit."

The paintball course came about in much the same way. The object of paintball is to hit your opponent with a water-soluble paintball before she hits you. Hiding behind obstacles or in makeshift buildings makes the game more interesting. "At ORA, a local resident,



S.C. Johnson A Family Company's recreation facilities allow employees to escape from the office to an employee summer resort they can rent.

WHAT'S HOT, HOT, HOT!

Water parks are the hottest trend in recreation. Municipalities are converting their former swimming pools to outdoor aquatic centers. These water parks aren't reserved for just municipalities. John Felak, CESRA, of Operations Recreation Association, Aiken, GA, "dreams" of putting in a water park for members and the local community. Why the craze towards water parks? Economics is the answer.

"The rectangular pools of 10 years ago lost money," says Dan Cermak, administrator for Downers Grove Park District in IL. "Water parks are revenue generators because they attract more people. Depending on the market you are serving, you can attract a wide range of people." Yesterday's rectangular pools were used for swimming lessons and may or may not have had a diving board. Water parks feature lazy rivers where large inner tubes gently carry riders around a curvy water path, zero depth pools where children can walk in without jumping off ledges, slides landing under waterfalls, plus luxurious sun decks and convenient concession areas.

The town of Downers Grove would like to build a water park. The idea has pros and cons from the local residents. Pros being that the water park is a more user-friendly place for families to enjoy a hot afternoon. Cons are that no one seems to want it in their backyard, citing noise and increased traffic as problems.

On the contrary, water parks are property enhancements in many communities. Woodridge, IL built an aquatic facility in a mainly residential area. The local residents list being near the facility on their "for-sale listing sheets" when putting their homes up for sale.

"Putting in the water park was fueled by what the residents wanted," says Keith Frankland, director of parks and recreation, Woodridge, IL. "People were getting away from using a typical public pool as they looked for more recreational fun and an aquatic center answers that need. People will pay to use an aquatic center; it is a revenue generator."

Currently, the town of Woodridge sells season passes to its residents only. Outsiders (non-residents) pay a higher price per use of the facility.

These water parks face some of the same challenges as corporate recreation facilities: staffing problems. "Our biggest challenge is to have the most critical staffing situation to ensure the safety and health of all users," says Frankland. "We want to be sure that when a parent drops the children off for a day of fun that they are safe and return to their parents in the same way they were dropped off."



Splash! Splash! Water parks are the newest attraction in municipal recreation facilities. Will corporate, on-site water parks be next?

who is also a plant employee, wanted to open up a paintball supply store and a course," says Felak. "He gets materials donated and does the construction of the course. We pay for the lights but charge him \$10 per hour for electricity. He charges \$15 per person for 200 paintballs, goggles, a gun and related gear. The employee association receives \$5 per person."

In addition to the paintball course, there is also a speedball course on an old softball field, and the association has plans for an old western town. Each of these facilities are used by the paintballers for different games.

Recreation Facility Challenges

With all the new, converted and rehabilitated facilities, managers have a lot to do. Their biggest challenge is to meet their members' needs, but they also face other challenges in the day-to-day operation.

"You have to constantly look at your workforce to evaluate what it wants," says Malone. Try to find a balance of programs for newer employees along with the programs that existing employees enjoy. As your employee population changes, so does what is important to them in recreation."

Sometimes, even after determining what employees want, you can't always give it to them. "We asked for a pool in our current expansion but didn't get it," says Crow, Baptist Regional Medical Center. "Our surveys showed that a pool was what employees wanted. Maybe we will get one in the future. It was determined that additional floor space was more important."

"Developing a master plan for the site is my biggest challenge," says Phil Hall, CESRA,


manager of employee services, Compaq Computer Corp., Houston, TX. "Our site recently flooded and we need to decide what we want to do."

"My biggest challenge is being able to afford the staff needed to keep everything in working order," says Felak. "I wish we could afford more staff to keep things going, but we can't."

Maintaining the facilities is a challenge for everyone. It costs money for maintenance crews but if your facilities aren't top-notch then they won't be used."

Communicating your programs to achieve good attendance is another constant struggle for many managers. For example, it is a challenge to communicate sports league schedule changes. "I found it very difficult to communicate with employees who did not have voice mail or e-mail," says Swinney. "When a game was canceled and I needed to inform the participants it was difficult to notify all of them. Now, each recreation club has its own website within the Boeing System. Their websites have mailboxes for notices. Now, it is much easier to communicate."

The Future

What does the future hold for recreation facilities? Will more golf courses spring up? Will more space be dedicated to children's programs or to specific interests? Will more facilities put in swimming pools? Only the future will tell as recreation facilities continue to change. 

Karen G. Beagley is a freelance writer in Downers Grove, IL. She can be reached at Kbeagley@aol.com.

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A Doctor's Prescription For Too Much Stress!

By Janet Bridgers

We've all heard that a proper diet and regular exercise can lower the amount of stress in our lives, but according to Ed Jones, Ph.D., director of clinical services for Van Nuys, CA-based PacificCare Behavioral Health, an overall attitude adjustment is the appropriate prescription to a stress-free lifestyle. Dr. Jones considers standard exercise and diet recommendations to be the generic approach for stress reduction. "Those forms make sense, but people have great differences in lifestyles into which these recommendations must be incorporated," he emphasizes.

Defining Stress

"Stress," Jones explains, "is not equivalent to the pressures in your life, but to the way you interpret the pressures in your life. A business person deals with many issues that are uncontrollable. The business world is extremely competitive, and many people who become involved in the business world are people who want to be in control, which isn't always possible. An attitude adjustment is required. There are business-people who have an attitude that is very adaptive to pressures of the job. But, you have to look at those things you have in your control and those you don't. You have to reframe how you react to the things you can't control. Stress management is a cognitive, attitudinal process."

"More specifically," Jones continues, "ask yourself how you interpret the disappointments

and failures that are inevitable in the job, whether in trying to bring in new clients, trying to make sales, or in tiny things, like a pencil lead breaking. Ask yourself how you interact with support staff. Do you take frustrations out on them for minor glitches that a calm person would consider trivial?"

Coping Mechanisms

"Many people who have lives like this attempt to cope by 'unwinding' with several drinks after work and on weekends," Jones says. "Coping with stress through alcohol is a maladaptive pattern that will eventually make things worse, although it is a very common way for hard-driving individuals to come down from one day's ups-and-downs and make it to the next. It has, however, a short life as a successful coping mechanism."

Jones warns, "Even if you're only beginning to develop a pattern of alcohol every evening, and you may not be an alcoholic, the pattern doesn't help you refuel. Refueling means finding activities in which you get a deeper sense of gratification by focusing on some other aspect of your life—relationships or family involvement that is not work-directed—and finding that you feel refreshed. You can't continually be obsessed with work and work only, and expect that it won't take its toll at some point."

Attitude Inventory: How Do You Handle Stress?

Are you a perfectionist? Do you feel guilty when you rarely say no? If you answered yes to either of these questions, you may be one of an estimated 11 million Americans who suffer from unhealthy levels of stress at work.

It has been said that "attitude is everything." Unfortunately, meetings, presentations, interactions with difficult coworkers and even an empty coffeepot can challenge your ability to have a healthy attitude. At its worst, stress can cause physical, emotional and behavioral problems including insomnia, backaches and headaches. Stress also can cause potentially life-threatening diseases like high blood pressure and heart disease.

Some tips to help you balance your daily stress:

- ✓ **Don't skip meals.** Eat a satisfying, healthy breakfast (note that a cup of coffee with a short-lived piece of gum does not qualify).
- ✓ **Take on one thing at a time.** Make a daily "to do" list (resist the temptation to do this on post-it notes). Set priorities, concentrate on the most important work first and take everything one task at a time. Once you accomplished a task, start the next one. The feeling of checking things off is extremely satisfying and can be entertaining.
- ✓ **Write things down.** This will help you feel organized and in control. Don't expect to remember everything in your already crowded head.
- ✓ **Shed the urge to be a superman/woman.** No one is perfect, so don't expect perfection from yourself or others. It is impossible to do everything right all the time.
- ✓ **Be realistic about your capabilities.** If you feel overwhelmed by your responsibilities, you are probably taking on more than you can or should handle. Learn to say NO!
- ✓ **Take control over your phone time.** Don't be afraid to delay phone calls if you're busy with something else. Also, if it can be avoided, do not answer the phone while you are in a meeting. Since most phone calls need an immediate action or response, this easily can double your responsibilities—and your stress.
- ✓ **Personalize your work environment.** Family photos, desk toys or other sentimental objects will make you happy.
- ✓ **Share your feelings.** When something bothers you, be respectful of others' feelings, but speak up about what concerns you.
- ✓ **Take time to have lunch or coffee with management and other coworkers.** (This is much easier than it sounds. Ask around.)

Source: Time For Balance™, the national employee work/life newsletter. For more information, call (773) 296-4880 or visit www.timeforbalance.com.

Changing Your Attitude

"Returning to the generic," he says, "dietary and lifestyle changes are still true for everybody, regardless of the work you do. But at a higher level, it is not just a lifestyle question, but the attitude with which you approach your work and your leisure. You need to take an individualized approach to stress management," Jones says. "Stress means you're uncomfortable. Tension,

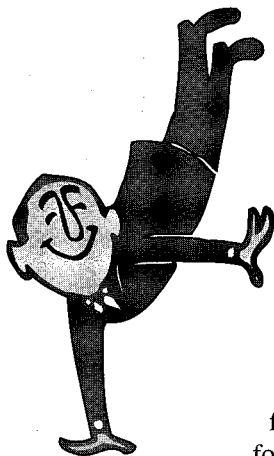
anger, irritability, sleeplessness or anxiety are all signs that you need to adapt your perspective."

"Your personal approach to stress management is a developmental thing, not a thing you do at the gym," he says. "It requires you to step back from day-to-day pressures, establish your bearings and prioritize. Fundamentally, if you don't have some balance in your life, you'll have problems. A businessperson who's working 80

hours per week has an attitude that's going to create stress. He or she is singly focused and doesn't permit a balance in life. You have to ask yourself if you have balance. What's on your personal list of what's most important to you? Is

it only succeeding at your work and acquiring the symbols of material success?"

"To further explain," he says, "if you can't quite imagine what this balance feels like, look at the people who seem to be able to handle stress more productively than you. What are they doing? Do they have a way of prioritizing, a way of taking a certain aspect of the business that's out of their control and dealing with it? How do they spend their free time? How do they make time for other activities? To assess the difference between such a person and your-



self definitely involves reflection. It has to be a process by which you step back, get the message, reflect, and then make a commitment to go on a different course."

Conclusion

"Ultimately," Jones says, "it's not about being less responsible, just a different attitude in how you face what you can't control. Working smarter is what we're talking about. It's not about not working hard; you will undoubtedly still have to work incredibly long hours. But it means focusing on activities that rejuvenate and making time for them. The workday can feel very different depending on how you approach it," he states.

"Finally, remember," he says, "no one bats 1,000. Recognition and acceptance of what is beyond your control is a major attitude accomplishment, and with it comes a sense of relief that you don't have to beat yourself up if you don't bat 1,000. Be happy with 400."



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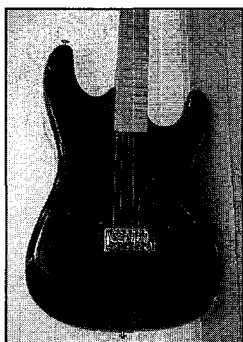
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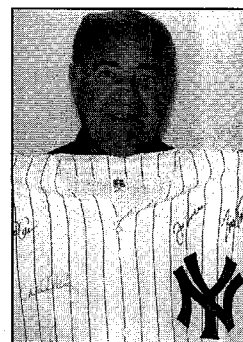
PHOTO PARADE / EDDIE ADAMS

GOING ONCE, GOING TWICE... SOLD!



Jon Bon Jovi guitar seen in the video "Wanted Dead or Alive," provided by David Dale, CESRA.

The NESRA Education and Research Foundation is holding both Silent and Live Auctions that you won't want to miss! Bid on everything from collectible treasures to fine jewelry to unforgettable getaways. Here is a sampling of the exciting new items you can choose from:



Chuck Bouchard, RVESRA, auctioneer, displays 1998 New York Yankees autographed game jersey.

Live Auction Items

- Guitar autographed by Jon Bon Jovi valued at approximately \$2,000
- 1998 New York Yankees' autographed game jersey valued at approximately \$2,000
- Jewelry
- Vacation trips, plus much more!

Silent Auction Items

- Autographed picture of John Elway
- Autographed picture of Emmitt Smith
- Autographed picture of Cal Ripkin
- Autographed picture of Ken Griffey, Jr.
- Beanie Babies
- Set of six New York Yankees Bambinos (Beanie Baby sports figures)
- Sammie Sosa Bambino
- Mark MacGwire Bambino
- Two unused New York Yankees tickets from May, 17, 1998, when David Wells pitched a perfect game at Yankee Stadium.
- Weekend trips
- Gift certificates, plus much more!

Join the NESRA Education and Research Foundation Trustees in NESRA's Silent Auction that takes place during Exhibit Hall hours and the Live Auction at the Closing Brunch of NESRA's 58th Annual Conference & Exhibit in Las Vegas, NV, April 25-29, 1999.

See page 34 to register.

If you are interested in donating items for the auction, contact Chuck Bouchard, RVESRA, at (603) 755-2004.

LUNCH & LEARN

Often, lunchtime is the only time for extra curricular learning that employees can spare amidst their busy schedules. Try making lunchtime an event with lunchtime seminars, where employees can bring their own lunch and learn about special topics. Start by surveying your employees to find out which topics interest them and what seminars they will attend. This may provide an indication of how many will attend. Consider holding seminars on these topics:

Backyard gardening tips
Community service options
Crime prevention
Front-Line forum with senior management in dialogue with employees
Golf tips
Holiday decorating instructed by a floral designer
How to buy a car
How to buy a computer
How to buy a house
Humor
Motivational speaker after layoffs
Painting tips
Performances: local choir, magician, employee singers/musicians
Photography tricks
Pitfalls to avoid when planning a vacation
Proper attire for casual day
Sports spot—representative from local sports team talks about sports or interesting facts about the team
Team building
Theme lunches in the cafeteria
Toastmasters
Tough love
Travel exchanges—employees tell about their trips
Travelogues—travel agent tells about destinations
TV: friend or foe
Window treatments/home decorating demonstrations

Eldercare

Correcting your caregiving crisis
Eldercare planning seminar by Joy Loverde

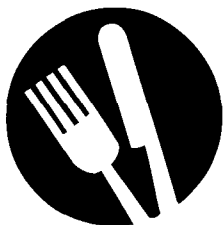
Estate planning
Home care and nursing home care
Legal and health care planning for eldercare
Long distance caregiving
Long-term caregiving
Medicare, Medicaid, Medigap
Psychological effect of caregiving
Selecting housing

Financial Matters

Ask the tax man
Financial statement overviews
Fraud in the insurance industry
Investments
Living wills and estate planning
Pre-retirement planning

Health/Fitness

Allergies
Blood pressure screening
Cancer prevention
Cholesterol education
CPR certification
Food labeling
Health consumerism
Herbal health
Holistic medicine
Home fitness equipment
Hypertension strategies
Instruction on breast self-exams
Low-fat eating
Lyme disease
Massage techniques
Medical technology
National healthcare systems/socialized medicine
Nutrition seminars
Organizational stress, for example downsizing, survivor syndrome
Prenatal health care
Rural health care issues
Self-care
Self defense classes
Single-parent health care issues
Sleep disorders
Smoking cessation program
Stress reduction



.....

Summer safety tips
The role of mental attitude in recovery
Vaccination and inoculation

Parenting

Building self-esteem in the early years
Chemical dependency issues
Childcare choices
Common psychological problems
Communicating with young children
Disciplining your child
Discussing difficult topics
Encouragement
Family lifestyles and values
Gangs and peer relations
Helping your child develop good home-work and study skills
Helping your child succeed in middle and high school
Normal development of 7-12 year-olds
Quality time
Raising your child to be street smart or house smart
School concerns
School concerns of adolescents
Setting limits during teen years
Sexual identity issues
Stress management
Too old for camp, summer options for teens
Understanding anger—yours and your children's
Understanding behavior

Self Improvement

Building self-esteem
Career planning
Defensive driving
Enhancing your creativity
Enhancing your image
Establishing personal goals
Personal safety
Self-defense
Time management

RESOURCES FOR SPEAKERS

Many seminar speakers are free. You can contact the following organizations to inquire about available speakers:

Athletic clubs
Colleges
Employee hobby clubs
Fire departments
Government agencies
Hospitals
Local charities
Local suppliers
Magazine editors
Newspaper reporters
NESRA chapter members
Nonprofit organizations i.e., Red Cross, United Way, American Heart Association, Park districts
Police
Private consultants
Professional associations, i.e., association of lawyers, dentists, doctors, insurance, brokers
Public libraries
Sports team representatives
Universities, etc.

Your own employees can also be great speakers. Consider using your hobby club members as speakers or look for an employee with expertise in a certain area. For example, an employee who is proficient in automobile maintenance could teach employees how to identify common mechanical difficulties before having their cars serviced.

Activities

Bake sale
Board game tournaments
Book sale
Boxed candy sale
CD sale
Contests: guess the jelly beans, etc.
Cosmetic demonstration
Craft fair
Elephant sale—used sports equipment
Employee talent show
Health fair
Hobby club meetings
Jewelry repair
Jewelry sale
Karaoke contest
Line dancing demonstration
Safety demonstrations
Vacation fair
Volunteer fair

If you'd like to discuss an idea or if you have a lunchtime seminar idea, contact Renee Mula at NESRA Headquarters, (630) 368-1280.



GET MORE FROM NESRA'S CONFERENCE AND EXHIBIT WITH THE RIGHT PEOPLE SKILLS

By Phillip M. Perry

It's off to NESRA's 58th Annual Conference and Exhibit! But wait. You have your suitcase. You have your business cards. You have your notebook. But do you have the people skills to get the most from every personal contact...and to meet more of the right people?

You'd better! Travel costs are escalating. Employers are demanding more from the time staff spends away from work. It's no longer sufficient to walk from booth to booth, picking up information at random. You need to maximize

your return from every minute in NESRA's Exhibit Hall.

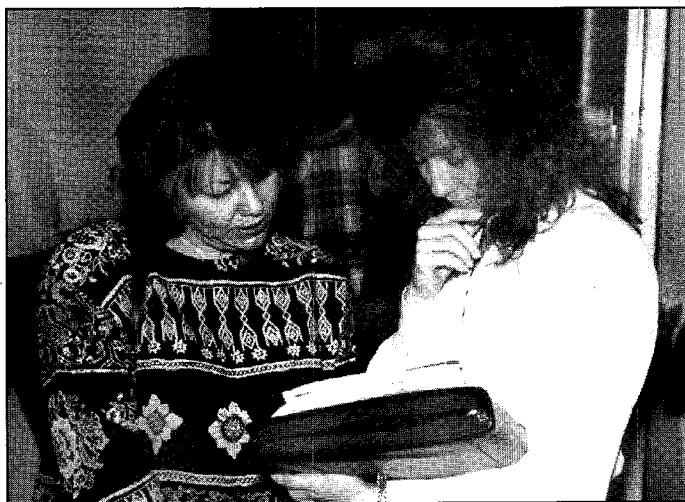
People skills are the number one tool for turning exhibit hall hours into golden hours. Consider your need for product knowledge, education and news about industry trends. All are excellent exhibit hall goals, but you only reach them through people. If you fail to make the right personal connections or allow exhibitors to monopolize your time in the exhibit hall, you will not get the product and industry knowledge you need.

"Think of every trade show contact as a business blind date," says Mina Bancroft, a communications skills trainer in Pittsburgh, PA. "You never know where it's going to lead, but you'll never find out unless you employ all of your personal skills." Okay! Here's how to maximize personal contacts and minimize wasted moments in NESRA's Exhibit Hall:

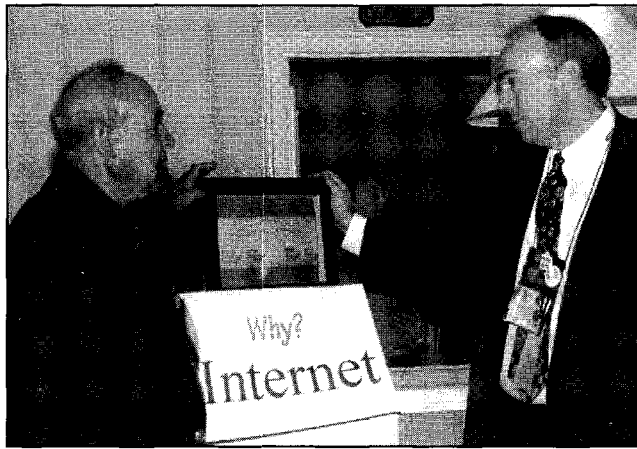
1. Take control as you enter each booth.

To get the most from your time at each exhibit booth, you need to quickly obtain product knowledge that helps your business. To do so, express self-confidence with the right body language.

"Take charge of the situation," says Jefferson A. Davis, president, Competitive Edge Training, San Bruno, CA. "Show the booth staffer you



Meet with your coworkers to map out a course before you walk around the exhibit hall.



Consider asking exhibitors how their product or service could help solve your specific business problem.

know why you are there by walking directly to the person and introducing yourself. Don't just saunter in. Be direct." Project a positive image with a smile and a handshake. It makes you feel and appear more energetic, and you project a certain congeniality that breaks the ice. Walk directly up to the booth staffer, close enough to communicate that you are a serious buyer—not just browsing. "Get close enough to shake the staffer's hand, but don't invade personal space," says Dr. Richard Jamison, director, Productivity Enhancement business-consulting firm, Rutherford, NJ. "We are talking a distance of perhaps 2-3 feet."

Many buyers who want to address a person by name will glance first at the person's badge. While that is understandable, and addressing the person by name certainly goes a long way toward helping you dominate the conversation, it can also communicate a coldness and deviousness. Other buyers prefer to look directly into the person's eyes.

"The best cue for where to look is to mirror what they do," says Jamison. "If they are comfortable looking you in the eye, then you do the same." If your new acquaintance looks first at your badge, then you may want to follow suit. Otherwise, they may feel uncomfortable.

2. Steer the conversation.

Don't let the booth staffer wrest control of the conversation by launching into a sales pitch. Instead, ask several specific questions that will guide the conversation down a narrow channel... leading to solutions for your business problems.

"The person who asks the questions controls the conversation," says Jamison. Don't be surprised if the exhibitor uses the same tactic, turn-

ing your question back into another question. "Good sales people know that in a successful sales situation, the customer does most of the talking," says Jamison, "so they will try to get you to open up by asking you questions." Just bear in mind that you have limited time and you need to get pointed information fast. Jamison advises, "Be courteous, but turn the question right back to them!"

One way to keep hold of the conversation is to avoid asking open-ended questions such as, "What's new?"

Instead, ask pointed questions designed to elicit specific information. Here is one example from Jacob Weisberg, director, Creative Communications, Trabuco Canyon, CA. He suggests starting directly with something like: "I am an employee services manager representing 1,000 employees and I have three important questions for you." Then, move on immediately to ask the three questions, each geared to elicit answers that will help solve specific business problems. Notice how that open-ended approach puts the ball squarely in the exhibitor's court. He or she may need to ask you questions before developing an answer. That's fine, as long as the questions are to the point.

Be Well Armed

Lock and load your primary rounds of communication ammunition prior to arriving on the field of battle. Here are some suggestions from Mina Bancroft, a communications skills trainer in Pittsburgh, PA:

- Wear comfortable shoes.
- Keep a full stack of business cards in your outside pocket so you don't have to root through an inside pocket or handbag.
- Clear out another pocket for the business cards that you want to follow up with. Jot notes on the back of the cards you receive.
- Take self-sticking notes in different colors, and use them to make additional comments. Assign one color for each category of information. When you return to work, just take the sticky notes off the business cards and put them in files. This saves you the time of re-entering information into notebooks.

**To Make The
Most Of Your
Trip, Begin
Planning
Before You
Set Foot
Outside
Your
Hometown**

At the end of question #3, says Weisberg, you need to reach a decision. Do you want the interview to go on or not? "If you want the conversation to end, simply say, 'Thank you for your time—I'll think about it.' Start walking. But if



Command the respect of exhibitors with body language that expresses self-confidence.

you are interested in what they have to say, ask, 'Is there anything you want me to know that I haven't asked about?'"

"Open-ended questions like that are dangerous," says Weisberg. "You can get a 10-minute dissertation. You should only ask them if you think the exhibitor has information and is truly knowledgeable." Clue: if the exhibitor has answered your opening questions with useful information, you can chance an open-ended follow-up.

3. Insist on a knowledgeable source.

After you have finished your initial screening, you will have a good assessment of the booth person's expertise. Because you need knowledgeable answers quickly, be prepared to ask for a product specialist if you feel you need one.

"You may get the impression that a question has the person stumped, or they talk around it," says Weisberg. "Simply say, 'this question is really important to me and I don't mean to put you on the spot. Maybe I should put someone else on the spot. Is there someone else here I should be asking this of?' That admits the sensitivity of the other person." Offer to set up a telephone interview if the knowledgeable person is not available while you are at the booth.

4. Sidestep rush times.

You need the right surroundings to get solid answers to your questions. Too often, a noisy, rushed booth atmosphere is not conducive to a businesslike exchange of ideas. "If you cannot focus on details with all of the confusion around you, suggest a meeting at a location which is more conducive to business," says Bancroft. "Hand the staffer your card and ask for a private meeting." The exhibitor may have a meeting room in the back of the booth, which can be used to get away from the rush. Alternatively, you can arrange for a breakfast or luncheon meeting.

Indeed, meals represent a tremendous potential at exhibit shows. Learn to mine them for profitable nuggets. Don't dine alone or with your staff (unless you have scheduled an information-sharing meeting). Instead, line up dining engagements with exhibitors, or with other individuals who have information to exchange. Set up dinner engagements with representatives you know to be knowledgeable and suppliers who are serious contenders for your business. "You can get real quality time over dinner," says Hines. "You will not be distracted by interruptions and you will get the person's focus."

SET GOALS BEFORE APPOINTMENTS

Avoid making appointments before you set your exhibit hall goals. It's so easy to make advance appointments with individuals whom you speak with regularly. But, you may spin your wheels by meeting with the same people time and again. It's often wiser to set an appointment with an individual you have never met. First ask yourself what problems you want to solve by attending the show? Then, ask what individuals can help you solve these problems? Select some unfamiliar exhibitors and obtain some advance information. Then, decide which ones you should meet.


5. Pick your social events carefully.

Social networking is great. You can dig out lots of useful information at receptions and similar events. Beware of a common error: socializing with acquaintances whom you can see away from the show. "People will often spend too much time on social activities, saying hello to friends and acquaintances," says Hines. "They really need to spend time in a research mode on problem solving."

SHARE THE WEALTH

Make appointments with other attendees who are not competitors, but who have been in the business many years. Ask them the same questions you are asking the exhibitors. Don't ask for solutions; ask for suggestions or referrals. Ask, "Who else might know about this?" And don't forget to be generous with ideas for those individuals who share with you.

Conclusion

Follow the tips in this article to meet more people and benefit the most from the people you meet. "Without the right communication skills, you risk not getting what you need from the conference," Davis says. "Maybe you have a real need for product and service information that would solve your business problems. But, you didn't get it, because of a breakdown in the human part." Interact with people the right way, and you will reap rich benefits from the conference, specifically the exhibit hall, says Davis. "You win. The exhibitors win. Everyone wins." 

Phillip M. Perry is a New York City-based business writer and a nationally-syndicated columnist. He can be reached at (212) 274-8694, Fax (212) 226-5580 or e-mail him at phil@pmperry.com.

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SAMPLE THE SIGHTS AND SOUNDS OF NESRA'S EXHIBIT HALL

Plan on visiting with these exhibitors at NESRA's 58th Annual Conference & Exhibit, April 25-29, 1999 at the Rio Suites Hotel & Casino.

See page 34 to register.

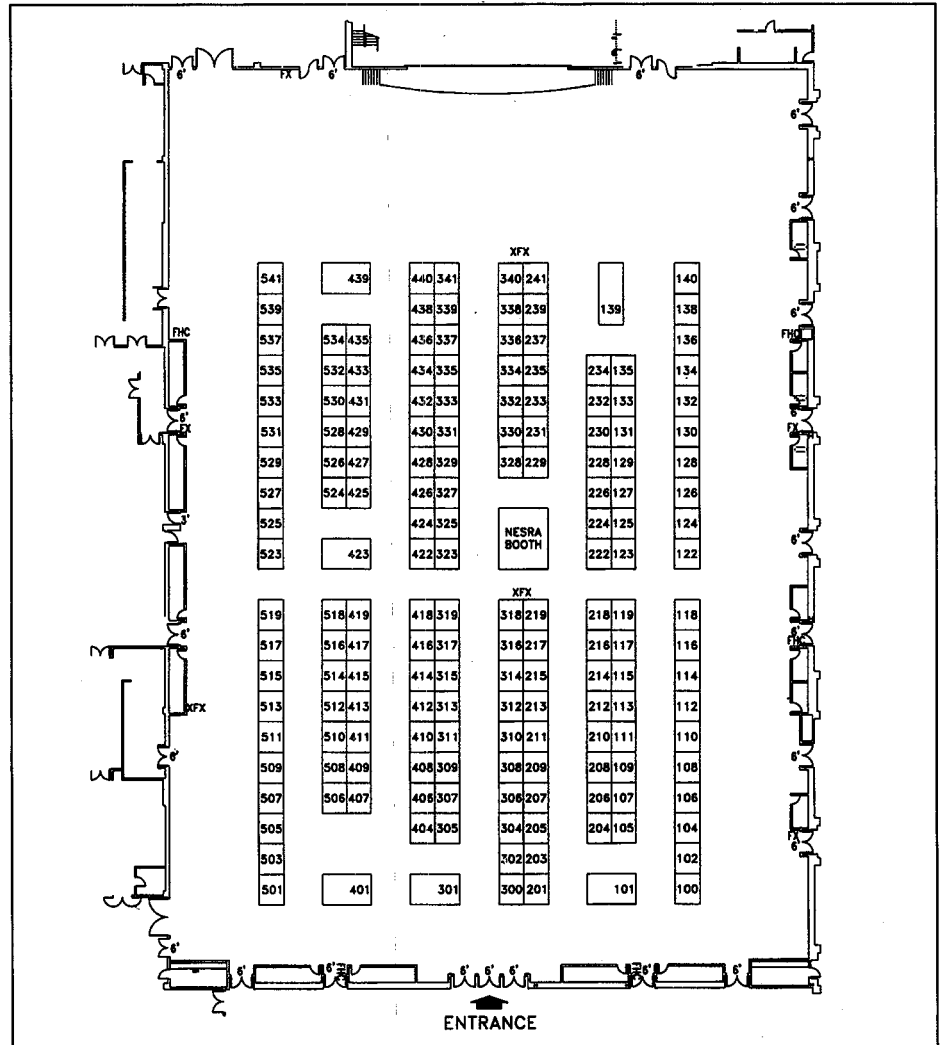
* List reflects exhibitors registered as of press time.

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National Distributors
101
J. America
104
Choice Hotels International
105
American Family Day Corporation
106
Hotel Reservations Network
107, 109
Jordan Worldwide
108
Swissair
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Solitudes
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Entertainment Publications
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Kodak Processing Labs
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Grand Canyon Railway
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Princess Bahamas Vacations
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Kissimmee-St. Cloud C&V Bureau
123
Visit Florida
125
Radisson Plaza Hotel Orlando

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Tollman-Hundley Hotels
127
Lee Island Coast V&C Bureau
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Holiday Inn Sunspree
Lake Buena Vista
129
Hostmark Management Group

130
Buena Vista Suites
131
Vacation Destinations of Daytona, Inc.
132
Silver Springs Attraction/Ogden Entertainment
133
Wet 'n Wild Orlando



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Double Tree-The Castle Hotel
 135
Kennedy Space Center Visitor Complex
 136
Radisson Resort Parkway
 138
Avista Properties
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Richard Petty Driving Experience
 140
Gatorland
 201
Las Vegas C&V Authority
 203
Reservations Plus/PGI
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Fun Services
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Desert Paradise Resort
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Caesars Pocono Resorts
 207
Wet 'n Wild Las Vegas
 208
Awards by Kaydan, Inc.
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Palace Station Hotel & Casino
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Atlantis Casino Resort
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River Palms Hotel & Casino
 212
Bulova Corporation
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Circus Circus Hotel Casino
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Sunset Station Hotel & Casino
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Flamingo Hilton Laughlin
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Get-Away Today, Inc.
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Riverside Resort
 218, 119
Anheuser-Busch Adventure Parks

219
Laughlin Visitors Bureau
 222, 224
Fujicolor Photo Service, Inc.
 226
Songer Whitewater, Inc.
 228
Specialty Travel
 229
Lowes Theatres Special Products
 230
J. de Beer & Son, Inc.
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Smart Incentives Division of Sport Inventives
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Si Redd's Oasis Resort Hotel Casino
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Luxor Las Vegas
 234
We Love Country, Inc.
 235
Group Sales
 237
M&J Wilkow Hotel Group
 239
Tampa/Hillsborough C&V Authority
 300
Corporate Shoe (The)
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Samsung Opto-Electronics
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Sprint PCS
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Universal Studios Florida
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Candle-Fair Division of Factory Direct, Inc.
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Niagara Parks
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Alamo Rent A Car



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Financial Freedom International, Inc.
 314
Homestead USA, Inc.
 315
Village Travel & Cruise, Inc.
 316
Opryland Hotel
 317
CA Short Company
 318
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Franklin Fixtures, Inc.
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Selling Edge, Inc.
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Coast to Coast Travel
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 331
Forever Resorts
 332
Insure One
 333
Remington Theatre

334
Travel Incentive Corporation
 335
Viplex Industries
 336
Island One Resorts
 337
Red & White Fleet
 338
Select Comfort
 401
Disneyland
 404
San Diego Zoo & San Diego Wild Animal Park
 406
Catalina Passenger Service
 408
Inn Suites Hotels
 409
Speed Zone
 410
See's Candies
 411
Toy & Gift Connection
 412, 414, 416
Universal Studios Hollywood
 413
Palm Springs Aerial Tramway
 415
Tinseltown Studios
 417
Venquest Hotels
 418
Konica Photo Imaging

EXHIBITORS

419 Autry Museum of Western Heritage	430 Holiday Inn Hotels of the Smokies	505 Walt Disney Theatrical Productions	517 Pier 39/Blue & Gold Fleet
422 American Book Display	431 Monterey Bay Video Production Company	506 Monterey Bay Aquarium	518 Lake Powell Resorts & Marina/Aramark
423 Parties, Picnics & Promotions	432 Party Pals	507 Bartell Hotels	519 Totally Chocolate
424 D&B Cosmetics	433 On Stage Entertainment/ Orlando Entertains	508 Legoland California	524 Books Are Fun, Ltd.
425 Cruise America	434 Quantum	509 Paramount Parks	525 Red Roof Inns
426 Global Holidays, Inc.	Travelnet/Travelbound	510 Liberty Mutual Group	526 Trigild Hotels
427 Century Products Company	435 Santa Clarita Valley Tourism Bureau	511 Cendant Corporation	527, 529 GameWorks
428 Marriott International- Anaheim Resort Area	436 Avis Rent-A-Car	512 Catalina Express	528 Six Flags Marine World
429 Sands Regency Hotel Casino-Reno	501 Party Works	513 Knott's Berry Farm	531 Mammoth California
	503 Best Reservations, Inc.	514 Plan It Interactive	532 American Greetings/Carlton Cards
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April 25-29, 1999, The Rio Suite Hotel & Casino, Las Vegas, NV

- managing generation X • new time-saving techniques • creativity in sales and marketing • innovative programming ideas • starting a web page • addressing work/life issues • staying fit while you sit
- justifying your employee services programs
- implement- ing ideas learned at the conference
- products and services of over 150 exhibitors • just in time leadership • helping employees with eldercare issues • customer service techniques • achieving your goals • creating a flexible workplace • growing your membership
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General Sessions

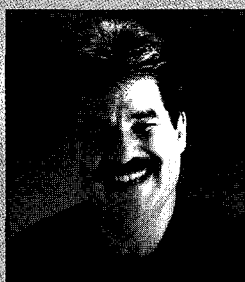


Monday, April 26
9:15-10:45 a.m.
"Managing
Generation X™"
Bruce Tulgan



Thursday, April 29
9:00-10:00 a.m.
"The Future Is In
Your Hands—Coping
With Change"
Keith Powell

Exhibitor Orientation



Monday, April 26
11:00 a.m.-12:30 p.m.
"Coloring WAY Outside
The Lines™"
Jeffrey Tobe

Exhibit Hall

Over 150 exhibitors are expected to attend, providing you with a vast array of new employee services and programming ideas. Exhibitors will display sporting goods; sportswear; resort properties; auto rentals; convention and visitors services; group and individual employee vacation travel programs; health and fitness equipment and programs; theme parks; family entertainment centers; and employee store products. Other suppliers will be available to discuss a number of innovative ideas that can help you enhance your employee services and recreation program.

Concurrent Sessions

This year NESRA is delivering more interactive, concurrent sessions. We reduced the number of general sessions to two and added two more tracks of concurrent sessions. You'll find more workshops and a new and improved Strategy Exchange. This once-a-year event is packed with practical, ready-to-use ideas to make your employee services program even greater.

Sunday, April 25, 1999

9:00 a.m.-9:00 p.m.	Registration
12:00-2:00 p.m.	Employee Store Workshop
2:00-4:00 p.m.	Regional Council Mtgs.
4:30-5:30 p.m.	New Delegate Attendee Session
8:00-10:00 p.m.	All Attendee Reception Poolside

Monday, April 26, 1999

7:30 a.m.-7:30 p.m.	Registration
8:00-9:00 a.m.	Regional Breakfasts
9:15-10:45 a.m.	Opening Session
11:00 a.m.-12:30 p.m.	Exhibitors' Orientation Session (buffet in the Exhibit Hall)
11:30 a.m.-12:30 p.m.	Certification Luncheon (CESRAs, RVESRAs only) (lunch on your own)
1:00-2:00 p.m.	Concurrent Sessions #1
2:15-3:15 p.m.	Concurrent Sessions #2
3:45-6:15 p.m.	Exhibit Hall Grand Opening (dinner on your own)
8:00-10:00 p.m.	"Innovations In Fun" Event

Tuesday, April 27, 1999

7:30 a.m.-6:30 p.m.	Registration (breakfast on your own)
8:00-9:00 a.m.	Spouse/Guest Breakfast
9:00 a.m.-3:00 p.m.	Spouse/Guest Tour (lunch served)
8:30-10:00 a.m.	Strategy Exchange
10:15-11:15 a.m.	Concurrent Sessions #3
11:30 a.m.-1:30 p.m.	Member Appreciation Luncheon
1:45-4:15 p.m.	Exhibit Hall Open (dessert served)
4:30-5:30 p.m.	Concurrent Sessions #4
5:45-6:45 p.m.	Chapter Representatives Reception (evening on your own)

Wednesday, April 28, 1999

8:00 a.m.-5:30 p.m.	Registration (breakfast on your own)
9:00-10:00 a.m.	Concurrent Sessions #5
10:15-11:15 a.m.	Concurrent Sessions #6
11:30 a.m.-1:30 p.m.	Exhibit Hall Grand Finale (box lunch served)
Evening	"Club NESRA" Evening Event

Thursday, April 29, 1999

8:30-10:00 a.m.	Registration
9:00-10:00 a.m.	General Session
10:00 a.m.-Noon	Closing Brunch

CONCURRENT Sessions

MONDAY

April 26, 1999

Concurrent Sessions #1

1:00 - 2:00 p.m.

Ch. A. "Starting A Chapter Web Page"

ES. B. "Merchandising Know-How"

C. "Is the Work/Life Train Leaving Without You?"

D. "Stay Fit While You Sit"

E. "Implementing Your Best Conference Ideas"

Concurrent Sessions #2

2:15 - 3:15 p.m.

Ch. A. "Chapter Workshops"

ES. B. "Marketing Strategies"

C. "Employee Services' Role in the Work/Life Arena"

D. "Eldercare—Maintaining Employee Productivity"

E. "Just In Time Leadership™"

TUESDAY

April 27, 1999

Concurrent Sessions #3

10:15 - 11:15 a.m.

Ch. A. "Customer Service—Responding to the Angry Customer"

ES. B. "How to Start an Employee Store"

C. "Coloring Outside The Lines™"

D. "Creating a Flexible Workplace"

E. "Implement Now, Perfect Later"

Concurrent Sessions #4

4:30 - 5:30 p.m.

Ch. A. "Growing Your Membership"

ES. B. "Focus and Control—The Foundation for Good Decision Making" (POS Inventory Management)

C. "Professional Development Through Certification"

WEDNESDAY

April 28, 1999

Concurrent Sessions #5

9:00 - 10:00 a.m.

A. "Employee Services In Great Britain"

ES. B. "Retailing Trends"

C. "Employee Recognition: A Strategy to Fit Your Company's Needs and Culture"

D. "Preparing A Request For Proposals"

E. "5 Ways To Attain Management Awareness"

Concurrent Sessions #6

10:15 - 11:15 a.m.

A. "How Future Technology Will Affect Employee Services"

ES. B. "E-Commerce And The Employee Store"

C. "Have The Time Of Your Life—Make Time Work For You"

D. "Programming For Multiple Locations/Facilities"

E. "To Be Or Not To Be: Should Contract Employees Be Included In Employee Services Programs?"

Ch.=Chapter Session

ES.=Employee Store Session

NESRA's
58th Annual Conference and Exhibit
Rio Suite Hotel & Casino, Las Vegas, Nevada
April 25 - 29, 1999
Registration Form

Full Name (Print) _____ Common First Name _____

Position _____

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes ____ No ____

Does your company have an employee store? Yes ____ No ____ Do you manage it? Yes ____ No ____

Expected date of Arrival _____ Departure _____

() Please check if you have disabilities and require special services. Attach a description of your needs.

Payment method: check _____ VISA _____ Mastercard _____ American Express _____

Credit card number: _____ Expiration date: _____

REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/19/99	After 3/19/99
NESRA Organization Member	\$480	\$495
Non-Member Delegate	575	595
Associate Member non-exhibiting	800	850
Spouse	210	225
College Student	150	165
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371 or fax the registration form with your credit card information to NESRA at (630) 368-1286. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/99. After that date, a refund is not guaranteed.

All room reservations must be made **directly** with the Rio Suite Hotel & Casino. We cannot guarantee room availability after 3/19/99, consequently we suggest you telephone in your room reservation to the hotel at (702) 252-7777. Be sure to state that you are part of the NESRA Conference. The NESRA Conference room rate at the Rio Suite Hotel & Casino is \$106 per night (single or double occupancy). Children under 16 will be allowed in the Exhibit Hall on Wednesday only.

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1 2 3 4 5

Providing Work/Life Services For Road Warriors

By Michael Scott

Road Warriors. These are the men and women within your organization whose lives center around getting on and off airplanes, scheduling childcare providers on the run, packing and unpacking between trips, hotel stays in multiple cities, and other related occurrences common among business travelers. The burden of travel is particularly significant among staff who have families, although single employees experience some challenges as well (i.e., little time to nurture a personal life). Frequently, after extensive time away from home, friends, family and the like, road warriors often are heard chanting to their employer, "I WANT A LIFE!"

Today, concerned employers try to meet the needs of traveling employees with new work/life initiatives. In fact, a recent study cited by the Society for Human Resource Management indicated the following benefits provided to traveling employees (see chart):

BENEFITS PROVIDED TO TRAVELING EMPLOYEES

Travel Benefit	% of Employers Providing
Long Distance Calls Home	70%
Keep Frequent Flyer Miles	69%
Dry Cleaning	25%
Comp. Time For Travel	19%
Airline Club Membership	12%
More Pay For Weekend Travel	6%
Health Club Fees On Trip	5%

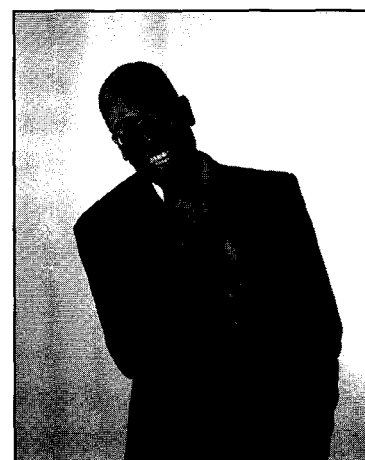
As you consider the needs of your organization's road warriors, you may want to explore the following ideas:

1. Assess Needs—Survey your frequent travelers. Find out their needs and challenges. Report the findings back to them and ask for their suggestions regarding services that would make their lives easier.

2. Implement Pilot Programs—Teleconferencing is hot right now among those companies that recognize the social and cost implications of keeping their employees at the office. For those companies that still require travel, many are becoming more family friendly in their approach. The Travel Industry Association of America, in fact, reports that the number of business travelers who bring children on business trips increased from 9.1 million in

1990 to 23.8 million in 1996. Undoubtedly, this is due in part to a greater sensitivity toward employees whose traveling would otherwise take them away from family for extended periods of time.

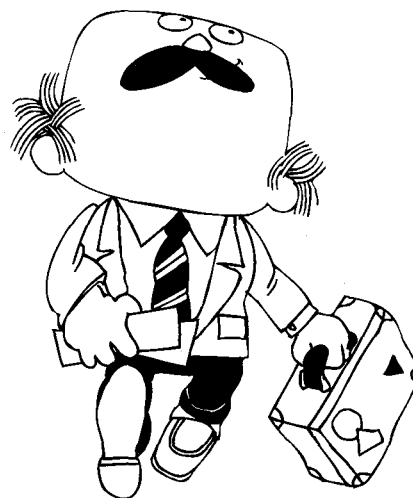
3. Provide Simple Conveniences—Employee services such as pet sitting services and dry-cleaning delivery can make a huge difference in the lives of those travelers who are feeling pressed for time.



Michael Scott, a regular columnist for Employee Services Management, will present "Employee Services' Role in the Work/Life Arena" at NESRA's Annual Conference. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.

**Today,
Concerned
Employers Try
To Meet The
Needs Of
Traveling
Employees
With New
Work/Life
Initiatives**

4. Educate Them on How to Manage Their Own Lives—As anyone who has been a frequent business traveler can attest, being away from home involves new ways of thinking. Educating your road warriors through in-house seminars or information on your website can make a huge difference in the way they manage their lives. Information on personal finance, wellness and other practical topics may mean the difference between a reasonably satisfied employee and one who quits because of travel demands.

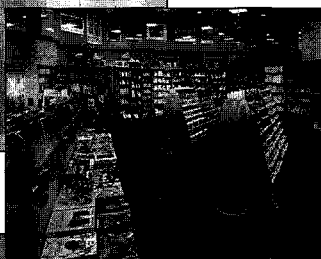


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The Top Ten Most Common Mistakes That Retailers Make

By Brian Azar

A successful employee store is the outcome of constant planning and setting realistic goals. Yet, many businesspeople run a business without any direction. Learn the 10 most common mistakes that retailers should avoid and read what to expect when running a business.

1. No Business Plan

If you rely purely on instinct to guide your business instead of a written plan, you're headed for trouble. A plan helps you focus on where your company is, where it's going, why and how you're doing along the way. Creating a simple plan is a must.

2. No Sales Plan

Without a sales plan, there's no serious way to gauge the financial growth and progress of your business. You need a realistic map for where the sales will come from, how they'll come, from whom, how often as well as: how much selling is needed daily, weekly, monthly, quarterly and annually! Included in your sales plan is a "Selling System" which gives you immediate feedback during your sales cycles, especially during your "Sales Interviews." Your "Selling System" helps you keep score.

3. No Marketing Plan

A marketing plan creates the kind of attention you need to get in front of the right types of people, companies, etc. It is what attracts people to you! There may be as many as 25 methods to market your business at no or low cost. A good marketing plan implemented effectively, efficiently, elegantly and consistently, will eliminate the need for "cold calls."

4. No Mastermind

A mastermind is like an unpaid board of advisors who have similar, related, successful businesses, which are noncompetitive. These professionals are positive, somewhat like-minded, and open-minded. They are an excellent resource, brain trust and support system. Eventually, they can even provide introductions and endorsements to other opportunities for you. They're part of your team.

5. No Cash Reserve or Real Cash Flow

During the excitement and euphoria of starting a business, it's easy to overlook the gap between making the first few sales and banking the money. Often, the wait can be too long and without some cash reserve many companies may stall or even fail without any planned cash flow coming in.

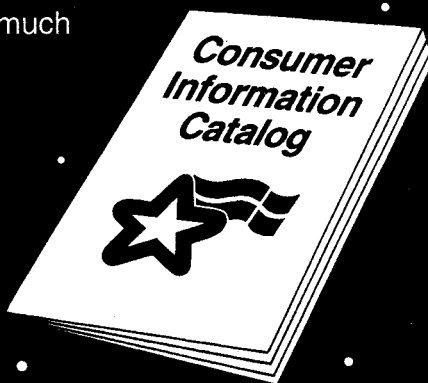
6. Ignoring the Numbers

As an entrepreneur-business owner, your primary goal is to make a NET PROFIT! If you do not know how you are doing until all the money is in and all the bills are paid, then it may be too late! You need to know where you stand on a regular basis, especially with regard to income versus expenses! Having a timely system in which you can record the appropriate key data and quickly analyze the information, is of the utmost importance! There are software programs that can help.



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EMPLOYEE STORE

7. Not Being Automated

With the low cost of personal computers today and the very positive productivity impact they can have on your business, it is essential to become automated! With a computer, modem, fax machine, and access to the Internet for e-mail, a wealth of information and electronic commerce, you will be keeping up with your competition and staying current.

8. Not Knowing Your Customers

Changes in your customers' preferences and your competitors' products and services can leave you in the dust unless you get to know your customers well, what they want now and will likely want in the future, what their buying patterns are, and how you can be a resource for them even if you don't have the right products or services for them now.

9. Ignoring Employees

Motivating, coaching and managing your staff is probably one of your toughest challenges as an entrepreneur/business owner today! Without your patience, persistence and "people skills," your problems can multiply quickly. Morale, productivity AND PROFITS can easily be destroyed! Be sure to get help if you assess objectively, that these are not your strengths.

10. Being a Lone Ranger

You might be the key to everything BUT you cannot DO everything and grow at the same time. Even modest success can overwhelm you unless you do the following: hire the right staff and delegate responsibility, work with a business coach or mentor, and finally, create several positive business exit options for the future to make transitions smooth and planned.

Article reprinted with permission from Brian Azar, coach, author, speaker, trainer and advocate of lifelong learning. Azar is the founder and past director of the New York President's Club in which he enlisted 1,500 CEOs and successful keynote speakers for conferences and conventions. He writes regularly for Success magazine and Sales & Marketing Management. Call Azar at (919) 620-1551 or visit his website at <http://www.salesdoctor.com>.

Board of Directors Sets New Goals

NESRA President **Brenda Robbins**, CESRA, Southwest Research Institute, welcomed new Board Members—**Denise Staudt**, CESRA, Security Service F.C.U., San Antonio, TX; **Quintin Cary**, CESRA, H.Q. Army Recreation Service, Washington, DC; and **Craig Batten**, Anheuser-Busch Adventure Parks, Saddle Brook, NJ—to the first Board Meeting of the year that took place at the Rio Suite Hotel & Casino in Las Vegas, February 4-6, 1999.

The Associate Relations Committee, chaired by **Craig Batten**, is working on providing strategic planning suggestions to increase NESRA membership. The committee strongly supports NESRA's presence at this year's Motivation Show, in Chicago, in September of 1999 and the group will work to have NESRA represented at a major human resources conference in 2000.

John Rath, CESRA, Frito-Lay, Inc., commissioned former NESRA Presidents **Dick Brown**, CESRA, **Bob Crunstedt**, CESRA, Honeywell, **Randy Schools**, CESRA, National Institutes of Health, **Beverly Weiss**, CESRA, Zieger Health Care Corp., and **John Felak**, CESRA, Savannah River Site, to judge this year's award entries.

The Certification Committee, under guidance from **Mickey Alderman**, CESRA, City of Clawson, is evaluating the re-certification requirements, grading current exams and coordinating the Certification Luncheon.

Gloria Roque, RVESRA, ABC, Inc., and the Chapter Relations Committee are looking to promote the services of NESRA's Field Offices, provide increased service to chapter leaders and examine the concept of creating an inter-chapter mentoring program.

Quintin Cary, CESRA, and the Employee Store Committee have set the following goals: to identify topics for upcoming employee store conference sessions and *ESM* magazine articles, and to evaluate NESRA's Employee Store Membership Section to determine how it can better meet its members' needs.

The Finance Committee, chaired by **Bud Fishback**, CESRA, The Boeing Co., reviewed the year-end unaudited financial report. To generate additional income, the committee will be evaluating the fee nonmembers pay to exhibit at the conference with the possibility of widening the gap between the nonmember fee and the member fee.

The Membership Committee, led by **Pam Tessitore**, CESRA, M & I Thunderbird Bank, will follow through on strategies to increase membership.

On behalf of the Nominating Committee, **Roger Lancaster**, CESRA, USDA Employee Services & Recreation Association, reported that in 2000, the President-Elect, the Southeast Region National Director and two Director at Large positions will be open.

Immediate Past President **Phil Hall**, CESRA, Compaq Computers, chairman of the Policy Committee, announced that minor changes have been made to the bylaws concerning the change in Board titles from Vice Presidents to Directors at Large and the committee is investigating whether or not NESRA should offer individual memberships.

Calendar

April 25-29, 1999—
NESRA's 58th Annual
Conference & Exhibit,
Rio Suite Hotel and
Casino, Las Vegas, NV.
Turn to page 34 to
register.

September 23-26, 1999—
NESRA Northeast
Region Conference &
Exhibit, Williamsburg,
VA. For more informa-
tion, contact Joanie
Heavey at (202) 673-4974
or Quintin Cary, CESRA,
at (703) 697-3816.

October 13-15, 1999—
NESRA Southeast
Region Conference &
Exhibit, Sheraton
Augusta, Augusta, GA.
For more information,
contact John Felak,
CESRA, at (803) 642-
0314.

Continued on page 40

NESRA's Board

(Continued from page 39)

The Public Relations Committee, chaired by **Mary Lou Panzano, RVESRA**, Prudential, is focusing on developing a program that allows NESRA to identify the "Best Companies with Employee Services Programs" and to market the information. It will also publish case studies showing how NESRA helped a company grow its employee services department.

The Strategic Planning Committee, chaired by **David Dale, CESRA**, Ashland Inc., is working on positioning NESRA and employee services as a recruiting and retention tool. Among other goals, the committee is reviewing NESRA's terminology to make sure it is accurate, exciting and state-of-the-art, with special attention to the components of The Employee Services Umbrella.

Cindy Jameson, CESRA, Time Warner, will gather information from the Technology Committee to identify additional on-line services that will serve our members.

New board member, **Denise Staudt, CESRA**, will work with the new Work/Life Committee to educate NESRA on trends in work/life offerings and to help position NESRA in the work/life arena. NESRA is launching a new one-day Work/Life Seminar that will first take place in Chicago on June 8, 1999. This committee will help identify other cities where the seminar should take place.

At NESRA's 58th Annual Conference and Exhibit, NESRA will launch its new line of educational videos created by Monterey Bay Video Company.

The Northeast Region is busily planning the 1999 Northeast NESRA Conference to take place September 23-26, 1999 in Williamsburg VA, according to **Quintin Cary, CESRA**.

Cindy Jameson, CESRA, announced the Southeast Region has slated October 13-15, 1999 as the dates for its Regional Conference to be held in Augusta, GA.

Mickey Alderman, CESRA, reports that a quarterly newsletter informs Midwest Chapters about each other's happenings. Each chapter has a Midwest Region Council booklet that contains current newsletters, chapter profiles and miscellaneous information.

John Rath, CESRA, reports that the Southwest Region is in the process of identifying a new Regional Director.

Pam Tessitore, CESRA, added that the Western Region had another very successful conference in September, 1998 in Palm Springs, CA.

Sold to the Highest Bidder!

Join the NESRA Education and Research Foundation Trustees in NESRA's Silent Auction, during Exhibit Hall hours, and the Live Auction at the Closing Brunch of NESRA's 58th Annual Conference & Exhibit in Las Vegas, NV, April 25-29, 1999. **Chuck Bouchard, RVESRA**, will pose as auctioneer, offering everything from sports memorabilia to weekend trips. Take a peek on page 21 and get ready to make your bid!

See page 34 to register for the conference. If you are interested in donating items for the auction, contact Chuck Bouchard, RVESRA, at (603) 755-2004.

Congrats!

Paula Lindsay, human factors consultant, Aetna Inc., Hartford, CT, passed the RVESRA certification exam. Kudos to you!

Janice MacLeod, senior manager of administration and business development, Tampa Port Authority, Tampa, FL, passed the CESRA certification exam. Congratulations!

The new CESRAs and RVESRAs will be honored on Tuesday, April 27, 1999 during the Certification Luncheon at NESRA's 58th Annual Conference and Exhibit in Las Vegas, NV.

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Editor/Production: Renee M. Mula



Jim and Corkie Birdsall of Savannah River Site, Aiken, SC, enjoy NESRA Southeast Region's Annual Golf Tournament.

Member News

The number 50 will be the theme for Lockheed Martin Recreation Association's (LMRA) 50th Anniversary Celebration scheduled for April 3, 1999. All Lockheed Martin employees are invited to a Saturday filled with 50-cent food and pop, a 50-cent raffle and prizes worth at least \$50. **J.D. Smith** says the day will include an Easter Egg Hunt, children's rides, a classic car show, 1950s music and much more. Congratulations Lockheed!

The NESRA Southeast Region held their Annual Golf Tournament in Jekyll Island, GA November 20-22, 1998. A record 101 players participated (see picture).

Rea Jean Hix, employee services manager, Grange Insurance Co., Columbus, OH, and her employee services department won first place in the Red Cross Life Sharing Challenge blood drive held from July 1, 1997-June 30, 1998. Competing against 12 other companies in their category, Grange Insurance Co. collected 512 whole blood units. All award winners were honored at an awards ceremony held on October 9, 1998 in Columbus, OH.

North Texas Celebrates 25 Years

by Donna Leach, President of NESRA North Texas

What do you get when you have a group of people that belong to an organization where their primary focus is to ensure that others are feeling good and enjoying themselves? It's a NESRA party!

But, not just any NESRA party...The North Texas Chapter, based in Dallas, TX, celebrated in style the 25th Anniversary of their chapter's existence on January 22, 1999 at the 25th Anniversary Gala.

Almost 200 past and present members and guests attended the formal event held at the Hotel Intercontinental in Dallas, TX. The evening festivities included a mingling hour, professional photographs, a five-star dinner, speakers, door prizes and a DJ to

dance the night away.

"We began planning details of this special event at our yearly Board of Directors Meeting last fall," says **Bob Brown**, Raytheon, who has been a North Texas chapter member for most of the 25 years. "Any type of 25th anniversary should be celebrated, and our membership was instrumental in assisting with incredible discounts and comps to make the evening wonderful," explains **Donna Leach** of Ericsson and President of NESRA North Texas. **J.D. Smith**, Lockheed Martin, commemorated the event with a champagne toast to the past, present and future success of the chapter.

Guest speakers included **Phyllis Smith**, CESRA, NESRA Western Region

Field Office manager, and NESRA President **Brenda Robbins**, CESRA, of the San Antonio chapter.

A tremendous amount of research was performed to locate past members and companies to invite them to join in the event. Chapter members were pleased with the amount of past board members who attended, including almost all of the presidents representing the 25 years. Memorabilia bulletin boards were located in the entry way to showcase articles and dues prices from way back when, as

well as pictures of our current events, newsletters and the soon to be chapter website.

The attendees had a wonderful time at the Gala and they are even trying to convince the board to celebrate the 26th year in the same manner. Let's shoot for 30 and we've got a deal!



NESRA North Texas chapter founders (from left) Dick Brown, J.D. Smith and Jeri Yoder and their wives unite to celebrate the past 50 years.

BUYER'S GUIDE UPDATE

Here's a listing of new National Associate Members. Keep these updates with your complete Buyer's Guide, published in the July, 1998 issue of ESM or view our updated Buyer's Guide at www.nesra.org.

Arnold Palmer Golf Academy

9000 Bay Hill Blvd.
Orlando, FL 32819
(407) 876-5362
(407) 876-0673 FAX
E-mail: glorfano@palmergolf.com
Contact: Gary Lorfano

The Arnold Palmer Golf Academy is located nationwide with locations in Orlando, Las Vegas, Tampa and New Orleans. Programs range from 5-day to half-day academies, including New Player Academies and Learn and Play Academies. We also specialize in corporate groups and team-building programs. Call us today!

Auditorium Theatre Council

50 E. Congress Pkwy.
Chicago, IL 60605
(312) 922-2110 ext. 5
(312) 431-2397
(312) 431-2360 FAX
Contact: Judie Moore Green

The Auditorium Theatre Council, an Illinois not-for-profit corporation, is committed to presenting the finest in international cultural and community programming to Chicago. Group discounts are available for most performances when purchasing 20 or more tickets.

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(773) 694-0527 FAX
E-mail: chifw01@avis.com
Contact: Frederick Weber

The Avis/NESRA Member Benefit Program provides NESRA members with special added-value offers for their employees. Avis will customize materials for your order and ship to a designated location. The program includes special offers for weekly and weekend bonus discounts on vacation rentals.

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(708) 233-7009 FAX
Website: www.insureone.com
E-mail: jeffg@insureone.com
Contact: Jeffrey Galvin

Insure One, Independent Insurance Agency, Inc., the insurance superstore, represents over 50 of the finest insurance companies. We offer comparative on-line quotes and purchase of automobile, home and life insurance on our website or by calling our 800 number.

J. America

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(407) 239-0710 FAX
E-mail: holly@mjlwilkow.com
Contact: Holly Caracciolo

M&J Wilcox offers NESRA members over 30 percent off at either of its Orlando resorts. Join the Passport to Savings Club and receive lots of extras. It's free! Choose from Ramada Suites by SeaWorld, a full-service, all-suite resort, or Howard Johnson Enchanted Land Resort, offering affordable themed kids rooms only three miles from Magic Kingdom.

North Country Lodge, Inc. & Border Lakes Wilderness Canoe Trips

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Ely, MN 55731
(800) 569-4151
(218) 365-5811
(218) 365-5008 FAX
Website: www.borderlakes.com
E-mail: vacations@borderlakes.com
Contact: Tom Ingison

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(732) 968-0811
(732) 968-1002 FAX
E-mail: trips@travelincentive.com
Contact: Laurel Mastrian

Travel Incentive Corp. has provided a decade of flawless service to NESRA companies on discounts for vacation packages worldwide. Individual and group discounts are available. Disney Desk-Double Club discounts can be printed with your company logo. Pay less for quality travel at no fee to your organization. 

Here's Your Key to <http://www.nesra.org>

1. NESRA's focus.

2. Membership Benefits and Applications.

3. Lists chapters by region and their contact person's name, phone and, when available, a link to chapter websites.

4. Discount information at your finger tips, and if you link this section to your employee services website, you can provide discounts directly to your employees. Lists NESRA National Associate Members, their name, address, phone, contact person and, when presented, a link to the Associate Member's website.

Categories include:

- Awards/ Recognition/ Gifts
- Family Entertainment
- Fitness/Sports Equipment/Sportswear
- Hotels/Resorts
- Merchandise/Discount Cards
- Photofinishing
- Specialty/Professional Services
- Travel
- Visitors/Convention Bureaus

5. Calendar of NESRA events and key dates.

6. Special happenings about NESRA Members and trends in the industry.

7. Books available through NESRA and order form.

8. Dates and locations of National and Regional Conferences.

9. Foundation Trustees and current foundation projects.

10. Recent articles published in *Employee Services Management* and hot links to resourceful websites.

11. E-mail NESRA here.

12. Fun facts, and trends.

13. Type in your name and company name to use

- recent articles.
 - forums where you can post a question to be answered by peers.
- Answers to recently posted questions regarding employee stores, facilities, employee associations, health promotion and recreation activities.

• Member Directory.

• NESRA's Employee Preferred Program that allows you to offer portable insurance products, such as auto and homeowners insurance, to employees at a discount while generating revenue for your employee programs.

14. Each of these sponsors have links to their own sites featuring wonderful products and services you can offer to your employees.

The screenshot shows the NESRA website layout. At the top, it says 'telecommunications sponsor of the' with the Sprint logo and 'Sprint PCS'. The NESRA logo is prominently displayed. Below it, the text reads 'National Employee Services and Recreation Association'. A paragraph describes NESRA as a nonprofit association representing over 10 million employees. A central graphic features an umbrella with 'NESRA Employee Services' written on it, listing various services like Recreation Activities, Employee Store, United Way, Discounts, Dependent Care, Service Awards, Health Promotion, Personal Development, Blood Drives, Travel, and Special Events. To the right, there's a 'Hot Topics' section with 'Conference At A Glance' and 'Members Only'. At the bottom, several sponsors are listed: SELLING EDGE, MONUMENTAL, SAMSUNG Cameras & Binoculars, and CNA Long Term Care. Numbered callouts (1-14) point to specific website elements: 1 points to the header, 2 to the Membership link, 3 to the Chapters link, 4 to the Buyers Guide link, 5 to the Events link, 6 to the Press Release link, 7 to the Book Store link, 8 to the Conferences link, 9 to the Foundation link, 10 to the Resource Library link, 11 to the 'Send E-Mail' button, 12 to the Hot Topics section, 13 to the Members Only section, and 14 to the Sponsors section.

Northeast Region

National Director

Quintin Cary, CESRA,
(703) 697-3816

FAX (703) 693-7311

Regional Director

Marci Kinnin, CESRA,
(860) 726-5959

FAX (860) 726-5920

Maryland NESRA/

Baltimore, Maryland.

Neal Siebold,

(410) 234-6173

FAX (410) 234-5544

LFRA/Washington, D.C.

Rudy St. Louis,

(202) 565-1590

FAX (202) 565-9016

MARES/Boston,

Massachusetts. Melinda

Gilmore, (508) 252-4197

FAX (508) 252-4199

NESRA-Connecticut/

Hartford, Connecticut.

Marci Kinnin, CESRA,

(860) 726-5959

FAX (860) 726-5920

NESRA of Erie/Erie,

Pennsylvania. Tom

Whitford, (814) 456-8511

x2519 FAX (814) 454-7445

NESRA NJ/

Newark, New Jersey.

David Costa,

(973) 893-2016

FAX (973) 893-6666

NESRA/New York City/

New York, New York.

Gloria Roque, RVESRA,

(212) 456-5250

FAX (212) 456-5480

NESRA-Niagara

Frontier/Bufalo, New

York. Judy Rath,

(716) 686-2532

FAX (716) 686-2522

NESRA of the

Washington D.C. Area/

Washington, D.C. Aletha

Woodruff, (301) 924-0198

FAX (301) 924-0198

PHIL/AERS/Philadelphia

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Alexander, CESRA,

(609) 547-8284

FAX (609) 547-8284

SPERA/York,

Pennsylvania.

Barb Spurlock, CESRA,

(717) 851-2321

FAX (717) 851-3375

Southeast Region

National Director

Cindy Jameson, CESRA,

(727) 797-1818 x206

FAX (727) 791-3459

Regional Director

Debbie Colston,

(502) 627-2503

FAX (502) 627-2259

NESRA of Augusta

Georgia/Augusta,

Georgia. John Felak,

CESRA, (803) 642-0314

FAX (803) 642-2322

NCTC of NESRA/

Research Triangle Park,

North Carolina.

Gwen Solomon,

(919) 990-2166

FAX (919) 549-9138

NESRA of Central

Florida/ Orlando, Florida.

Ralph Recht, RVESRA,

(407) 855-6161

FAX (407) 855-6884

NESRA of Northeast

Florida/Jacksonville,

Florida. Tala Howard

Reynolds,

(904) 288-8626

NESRA South Florida/

Ft. Lauderdale, Florida.

Gloria Murphy,

(305) 625-5388 x338

FAX (800) 233-7990

North Carolina Foothills

Chapter of NESRA/

Charlotte, North Carolina.

Nina Greene,

(828) 326-8350

FAX (828) 326-8236

River City NESRA/

Louisville, Kentucky.

Debbie Colston,

(502) 627-2503

FAX (502) 627-2259

Tampa Bay/Suncoast/

Tampa, Florida.

Shirley Tilghman,

(813) 972-7200 x1024

FAX (813) 972-7856

Midwest Region

National Director

Mickey Alderman,

CESRA, (248) 589-0334

FAX (248) 435-0515

Regional Director

Mary Daniels,

(651) 733-6225

FAX (651) 736-0506

MERSC/Minneapolis-

St. Paul, Minnesota.

Sue Shepherd,

(651) 459-1482

FAX (651) 459-2054

MESRA/Detroit,

Michigan. Janet Frank,

(313) 222-3025

FAX (313) 9-5087

NESRA of Central

Indiana/Indianapolis,

Indiana. Willadean

Duncan, (317) 244-3660

FAX (317) 244-1247

NESRA-Chicago/

Chicago, Illinois. Joanne

Mueller, (630) 990-2714

FAX (630) 990-1742

NIESRA/Warsaw,

Indiana. Char Bucher,

(219) 267-3251 x244

FAX (219) 267-3884

PEERS of NESRA/

Bloomington, Illinois.

Karen Huber, RVESRA,

(309) 663-3619

FAX (309) 663-3186

Gateway Chapter of

NESRA/St. Louis,

Missouri. Linda Watson,

(314) 232-1066

FAX (314) 232-9365

NESRA-EOWP/

Warren, Ohio. John

Roberts, (330) 740-8130

FAX (330) 746-2909

Wisconsin NESRA/

Milwaukee, Wisconsin.

Elaine Nap,

(414) 291-6761

FAX (414) 291-7084

Southwest Region

National Director

John Rath, CESRA,

(972) 334-5910

FAX (972) 334-6378

NESRA of Southeast

Texas/Houston, Texas.

Phil Hall, CESRA

(281) 514-6690

FAX (281) 514-0762

NESRA of North Texas/

Dallas/Ft. Worth, Texas.

Donna Leach,

(972) 583-9494

FAX (972) 583-8880

NESRA of Colorado/

Denver, Colorado.

Lori Sharp, CESRA

(303) 977-6750

FAX (303) 977-3293

NESRA of San Antonio/

San Antonio, Texas.

Denise Staudt, CESRA,

(210) 476-4151

FAX (210) 476-4656

Western Region

National Director

Pam Tessitore, CESRA,

(602) 336-3891

FAX (602) 277-8588

Regional Director

Ron Smith, CESRA,

(602) 930-2840

FAX (602) 931-9651

AIRC/Burbank,

California. Kim

Crookston, RVESRA,

(805) 253-5938

FAX (805) 253-5565

ESROC/Orange County,

California. Phyllis Smith,

CESRA, (626) 913-4014

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GLAAIRC/Los Angeles,

California. Patti Wantz,

(310) 364-5194

FAX (310) 364-5090

NESRA Chapter of

Southern Arizona/Tucson,

Arizona.

Debbie Bruns,

(520) 577-4005

FAX (520) 577-4085

NESRA of Greater

Phoenix/Phoenix, Arizona.

Ron Smith, CESRA,

(602) 930-2840

FAX (602) 931-9651

NESRA of the Bay Area/

San Francisco, California.

Nancy Walter, CESRA,

(925) 356-8694

FAX (925) 356-1141

NESRA of Greater

Sacramento/

Sacramento, California.

Doug Chadboyne,

(530) 532-4144

FAX (530) 532-4122

NESRA of the Inland

Empire/Riverside and

San Bernardino, California.

Gerald Toerner, RVESRA,

(909) 937-5239

FAX (909) 937-5215

NESRA of San Diego/

San Diego, California.

Maria Gobbi,

(760) 722-5844

FAX (760) 722-5844

NESRA of Greater

Seattle/Seattle,

Washington. Kathy Kauno,

(206) 615-7130

FAX (425) 775-6183

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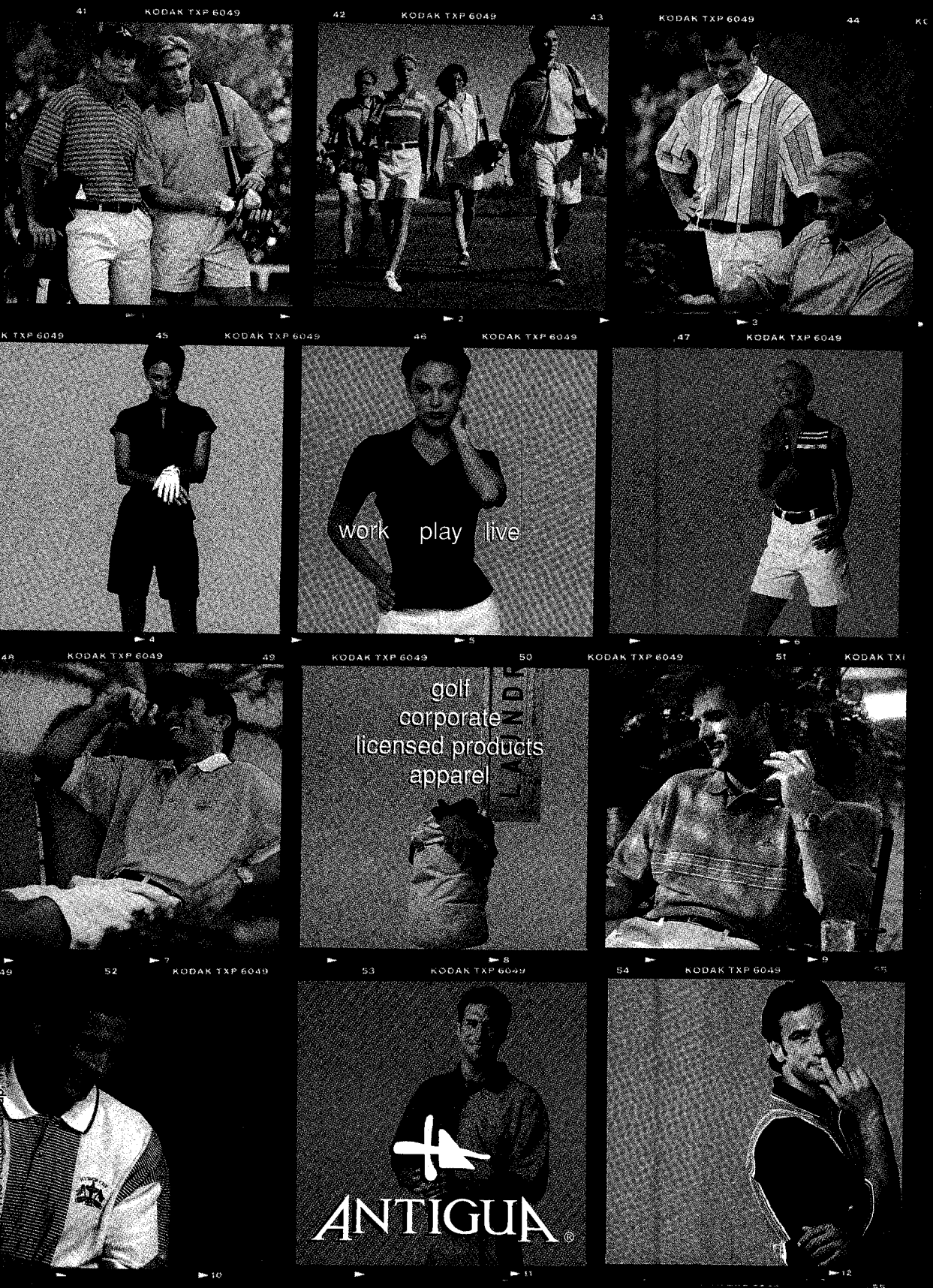
FAX (626) 969-3518

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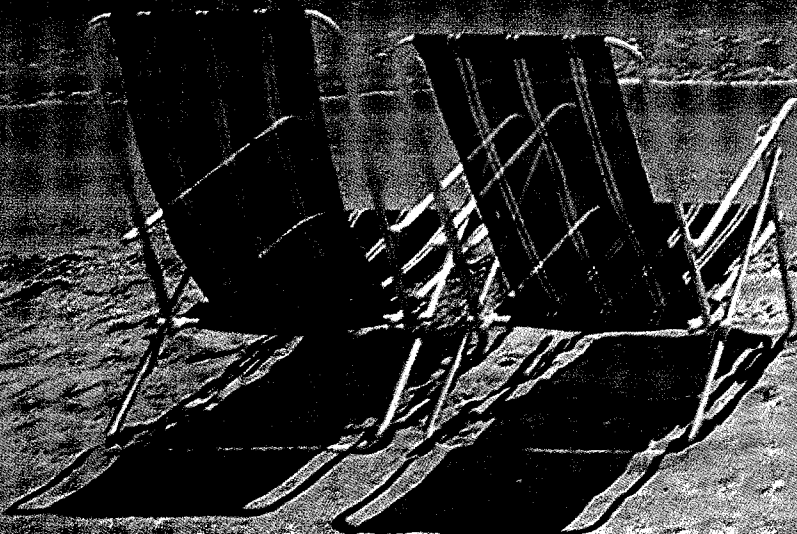
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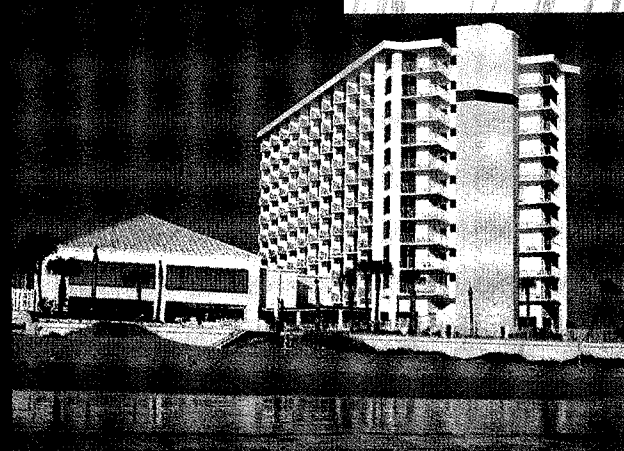
Destinations Florida




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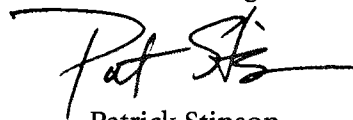
Welcome to Destinations in Florida

Destinations in Florida is an annual vacation destination supplement designed to make it easier for NESRA members and employees to identify travel-related opportunities. We are featuring the Sunshine State because Florida has been identified in NESRA surveys for many years as one of the most popular destination spots.

This guide has been divided into three regions to make it easier for the reader to identify accommodations, recreational activities, attractions and historical and cultural experiences. In each region, we have listed local Convention & Visitors Bureaus or Tourist Development Councils where you can acquire visitor information, transportation options, promotion materials, group discounts, and tour planning assistance. Additionally, specific properties and attractions are highlighted for your review.

Thank you for choosing *Destinations in Florida* as your travelling companion. You can take advantage of the enclosed discount order form to acquire additional copies for distribution to your employees. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280.

With best regards,



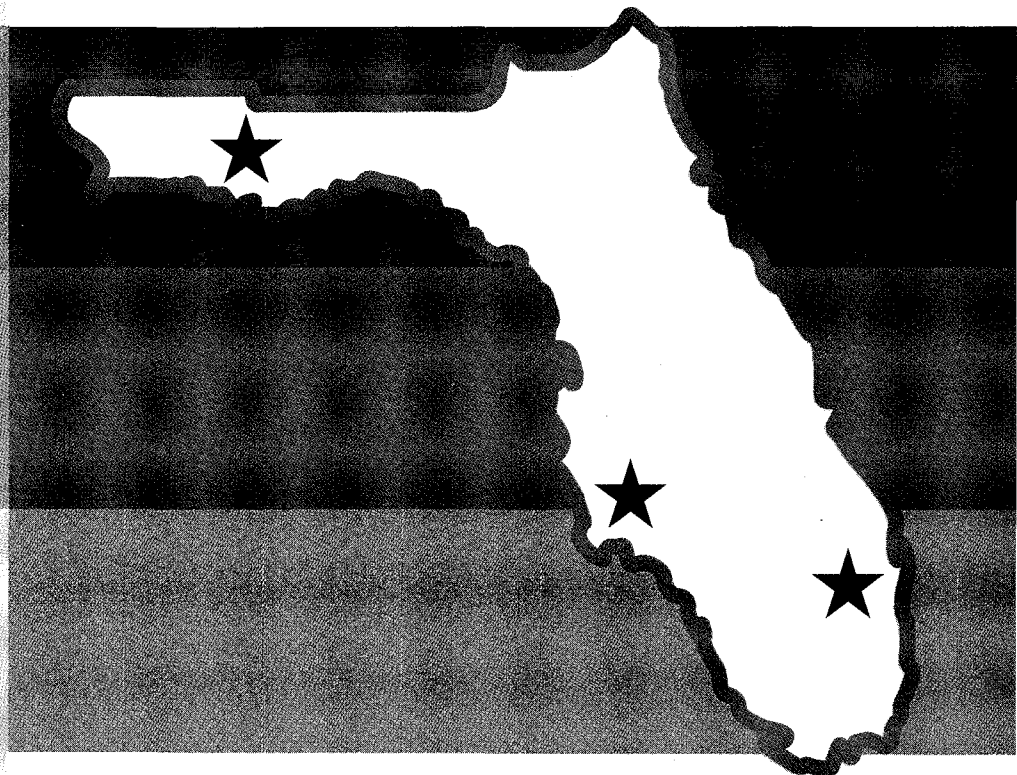
Patrick Stinson
Publisher

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Travel Tips 4**

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11**

**Central:
12**

**Southeast:
20**



Florida Travel Tips

Discover Florida Golf

Designed by some of the world's greatest golfers and course designers such as Arnold Palmer, Pete Dye, and George and Tom Fazio, Florida's courses offer plenty of challenge for all levels of skill. Avid golfers also have something new to look forward to just northwest of St. Augustine. The new World Golf Village features a world-class resort hotel, golf academy, golf library and resource center. Perhaps the biggest attraction is the 75,000-square foot World Golf Hall of Fame and IMAX Theater honoring golf's greatest players and contributors. Upon final completion in 2000, visitors will have access to 54 holes of golf. The Village also marks the first time all of the international golf organizations and professional tours have united in support of a single project.

For information call: 904-940-4000.



Save Over \$1,000 in Orlando

Get the card that lets you save over \$1,000 on attractions, accommodations, dining, transportation and shopping in Orlando. The Orlando Magicard offers everyone ultimate savings on a variety of area attractions, accommodations, restaurants and shops. Use the Orlando Magicard and save!

For your free Orlando Magicard, call 1-800-547-7030, or visit www.Go2orlando.com.



Visit Florida

Extend Your Vacation in the Keys

If you want to squeeze just a bit more out of your summer vacation, don't overlook the Florida Keys. A world-famous paradise for snorkeling, diving and fishing, the Keys' waters are protected as a National Maritime Sanctuary and harbor more than 100 species of game fish. Among the great dive sites is the John Pennekamp Coral Reef State Park off Key Largo. Best of all, the Keys' lodging rates drop 20% to 40% in September and October. And, the best part: Average daytime temperatures are 83 and 79 degrees respectively.

For information call: 800-FLA-KEYS.



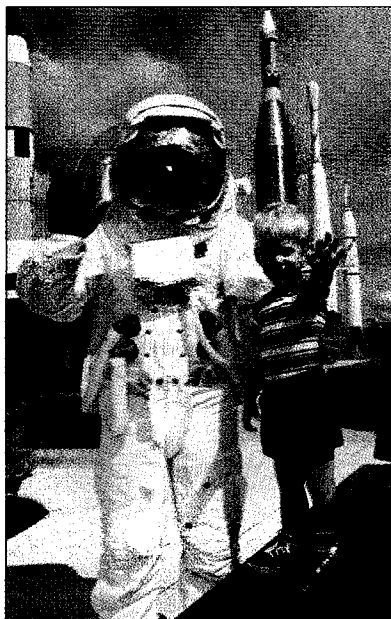
Enjoy Boundless Beaches

Thanks to a program called "Beachwheels", travelers with disabilities can now enjoy many Florida beaches. The "Surf Chair" consisting of a lightweight PVC frame, bright orange "sand wheels" and a colorful umbrella, allows disabled beach goers to maneuver across the sand and venture into the water. Many beaches also offer additional accessories such as drink holders and an attachable fishing pole holder for surf fishing. To find out if your favorite beach offers the Surf Chair, call the local beach Chamber of Commerce, Tourist Development Council or Convention and Visitors Bureau listed in the individual regions of *Destination in Florida*.

Get A Lift in the Space Coast

The U.S. Astronaut Hall of Fame houses the world's largest collection of astronaut memorabilia. A recent \$4 million expansion added a simulated moon walk, a chance to land the space shuttle via a video screen, and a contraption in which you can pull 4 G's. Less strenuous highlights include Gus Grissom's Mercury spacesuit, the Apollo XIV capsule (courtesy Alan Shepard), Gordon Cooper's Mercury capsule and a recently added John Glenn exhibit showcasing his early aviation notebooks and military memorabilia.

For information call: 407-269-6100.



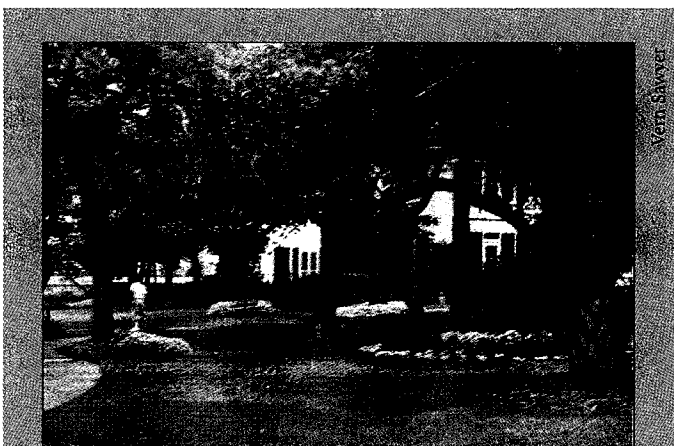
Visit Florida

Travel Tips

Visit Florida's Oldest Living Culture

At Big Cypress Reservation, in the Florida Everglades, you can still see Florida's unspoiled natural wonders, and share in the experience with the people who have lived among them for centuries, Florida's Seminole Tribe. The Ah-Tah-Ki Museum celebrates this unique culture, colorful history and traditions with a rare collection of cultural artifacts and native art, as well as with a traditional Seminole village. The Billie Swamp Safari offers animal exhibits, nature trails and tours showcasing native flora and fauna, along with airboat and swamp buggy rides through the world's most exotic wetlands. Day and overnight safari packages available.

For information call: 800-617-7516.



Sarasota's Selby Gardens: A Cultural Treasure

When avid amateur horticulturalist Marie Selby, widow of oil magnate and philanthropist William Selby, bequeathed her lovely family bayside home and grounds to this Gulfcoast community, it is most unlikely that either she or Sarasota's residents visualized the Selby Gardens of today: a living outdoor and under-glass museum of more than 20,000 plants, a global orchid center, the conservatory for the world's most outstanding collection of epiphyte or "air" plants, many of which are rare or endangered, and an internationally recognized rain forest canopy research center. The modest seven acres of gardens which opened in July 1975, four years after Mrs. Selby's death, has blossomed into nine acres of alluring walkways winding through a variety of enchanting tropical display gardens.

For information call: 941-366-5731.

Tampa's Ybor City Revitalized

Soon Tampa's lively "Latin Quarter" will become a little livelier. A virtual reality arcade created by movie mogul Steven Spielberg and The Improv comedy club will be at the center of a new retail and entertainment complex. The \$40 million complex will be anchored by the historical Centro Espanol club, a 200,000 square-foot, two level development, located in the heart of Ybor City. Included in the Tampa town will be restaurants, retail outlets and a 20-screen movie theater. Construction in the former "Cigar Capital" began in the Fall of 1998 and is expected to be completed in the Spring of 2000.

For information call: 800-826-8358.

Travel Tips

Busch Gardens Adds 5th Roller Coaster

Busch Gardens Tampa Bay gears up to premiere "Gwazi," Florida's first dueling wooden roller coaster in the summer of 1999. Boasting 1 million feet of twisting lumber, Gwazi also will be the "Southeast's largest and fastest" dueling wooden roller coaster. Named after a fabled lion with a tiger's head, Gwazi will take riders through almost 7,000 feet of track at speeds exceeding 50 mph. Busch Gardens also features "Montu," the Southeast's largest inverted roller coaster; Myombe Reserve, the Great Ape Domain and new "Edge of Africa," a fascinating animal attraction offering the most intense safari experience outside of Africa.

For information call: 813-987-5082.

Experience Church Street Station

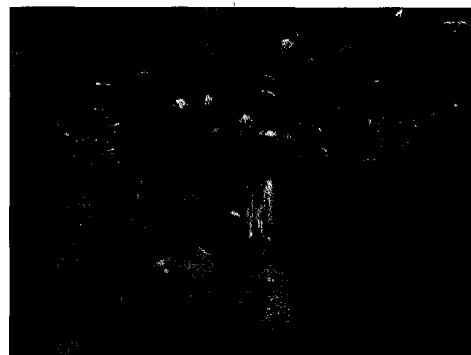
Church Street Station is downtown Orlando's number one night-time dining, shopping and entertainment complex. The cornerstones of Church Street Station are its grand showrooms: Rosie O'Grady's, The Cheyenne Saloon & Opera House, The Orchid Garden and Phineas Phogg's. Three exquisite restaurants, Lili Marlene's, Crackers Seafood Restaurant and The Cheyenne Barbeque Restaurant provide delightful dining. Unique specialty shops are found throughout the Exchange Shopping Emporium and the Historic Railroad Depot. And there's fun for the whole family in Commander Ragtime's Midway of Fun & Games and Apple Annie's Courtyard.

For information call: 407-422-2434.

Frights of the Forest at Florida Aquarium

While in Tampa, visit the Florida Aquarium, a world-class attraction exhibiting nearly 5,000 aquatic animals throughout four major galleries: Wetlands, Bays and Beaches, Coral Reefs and Offshore. Enjoy daily behind-the-scenes tours, dive shows, audio tours, and a touch-tank teeming with sharks and rays. Experience the new Frights of the Forest exhibit with creepy creatures from wet forest habitats throughout the world. Open daily 9:30 - 5:00 p.m.

For information call: 813-273-4000.



Florida Aquarium

Museum to Display JFK Artifacts

The Florida International Museum's acquisition of the world's largest private collection of John F. Kennedy momentos is planned as the launching pad for a long-term make over for the city-owned facility. There will be a \$10 million renovation of the downtown St. Petersburg facility to display the JFK artifacts and other modern art displays. The collection includes some 50,000 items and will be ready for viewing in November 2000, which will become a permanent display. The multimillion-dollar assemblage of JFK's personal and presidential artifacts will include Kennedy's rocking chair from the Oval Office, the first family's passports, and Kennedy's personal red, white and blue "hot line" telephone.

For information call: 813-821-1448.

Kissimmee-St. Cloud Offers Best Deal Under The Sun

The Kissimmee-St. Cloud resort area boasts approximately 40,000 accommodations providing the most reasonable rates of any Florida destination. Popular for its location at the doorstep to the Walt Disney World Resort®, Kissimmee-St. Cloud is enhanced by convenient accessibility to Universal Studios Escape®, Sea World® Orlando and the Kennedy Space Center Visitor Complex among a host of other great fun and sun options.

Easy-to-find, valuable information on Florida's best stay and play destination is colorfully depicted in the Kissimmee-St. Cloud Visitors Guide. The free Visitors Guide also features a pull-out map and dozens of Fabulous Vacation Specials offering up to 50% savings at area accommodations and attractions.

To obtain the Kissimmee-St. Cloud Visitors Guide, call 800-526-KISS (5477).

New Guide Highlights Diverse Culture

Visitors interested in exploring South Florida's ethnic historic sights can easily find them with the new Greater Fort Lauderdale African-American Guide to Cultural & Historical Sights. The colorful and informative 20-page guide will be available free by calling 800-22-SUNNY. The guide features information on activities, events and festivals and business listings African American/Caribbean, Hispanic and Native American communities. Brief overviews of historical sites such as the Old Dillard Museum and the Seminole Okalee Indian Village and Museum are included.

Save with Disney Multi-Day Tickets

See all the Disney Theme Parks your way every day. Multi-Day tickets give you the freedom to come and go as you please. Unused days never expire. And you save money over the purchase of single-day passes! Choose the ticket that's right for you:

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Park Hopper® Pass: Come and go as you please through the Magic Kingdom Park, Epcot®, Disney-MGM Studios and the new Disney's Animal Kingdom™ Theme Park, all on the same day if you choose. Includes unlimited admission for the number of days on your pass.

For information call: 407-824-4321.

Travel Tips

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Phone: (800) 492-0311

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Pelican Beach Resort

Come relax on 500 feet of private sandy beaches overlooking the gleaming Atlantic. Diving, snorkeling and many other activities available at your doorstep.
2000 North Atlantic Boulevard
Phone: (800) 525-OCEAN

Tropic Ranch Resort

Small, charming 14 unit oceanfront resort with pool. All rooms have kitchens. Close to restaurants, shopping and dive shops.
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Phone: (800) 914-3270

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♦ Underwater Photo Contest ♦ Prizes and Giveaways ♦ Great Food ♦ Live Bands on the Beach

on the beach at Lauderdale-By-The-Sea, Florida

For information, call 800-699-6764

presented by the Lauderdale-By-The-Sea Chamber of Commerce

Travel Tips



Visit Florida

Experience Florida's Hiking Trails

Land adventurers will find challenge and diversity on the Florida Trail, which aims to ultimately connect Big Cypress National Preserve in Southwest Florida to Gulf Islands National Seashore in the Northwest region with 1,300 miles of continuous hiking trail. Other trails within Florida's national, state and county parks allow intimate perspective on local habitat, whether you're forest-roving, swamp-stomping or sand-strolling.

An active "Rails to Trails" program has transformed several railroad routes into trails for hiking, biking, rollerblading and horse-back riding. One such trail, 34 miles long, threads from urbania to the wilds of Pinellas County (St. Petersburg/ Clearwater area in Central West Florida). The Tallahassee-St. Marks Historic Railroad State Trail travels for 20 miles through wilderness; the Gainesville to Hawthorne Rail Trail, 17 miles. Withlacoochee State Trail extends for 46 miles through a protected state forest.

For a copy of "Florida Trails," contact the Department of Environmental Protection at: 850-488-3701.

New Gulf Coast Museum

Art Opens

While in St. Petersburg, be sure to visit the Gulf Coast Museum of Art that opened its new campus in March 1999. The Museum of Art contains permanent and traveling collections as well as studios enabling visitors to work with artists in various media. Work on the Florida Botanical Gardens' 18 distinct gardens has just begun. It will be Florida's largest and will include a botanical learning center. This 150-acre project called Pinewood Cultural Park combines a cultural, historic and botanical experience at a single destination. All attractions will be free.

For information call: 727-582-2100.

Discover Reefs and Wrecks

Lauderdale-By-The-Sea is known as the "Scuba Diving Capital of South Florida". The town of Lauderdale-By-The-Sea hosts an unprecedented event — Ocean Fest. This dive show and ocean festival is the largest dive oriented event in Florida. Ocean Fest celebrates both divers and non-divers with a weekend of activities, education and entertainment in mid-September every year.

For a free visitors guide, call 800-699-6764.



Universal Studios Florida Islands of Adventure Opens

Universal Studios Islands of Adventure, an all new 21st century theme park, challenges you to...Live the AdventureSM! Beginning at the dramatic Port of EntrySM, adventurers will set off to experience classics, as well as the most incredible contemporary stories and characters. You'll live it all on five exciting islands including Seuss LandingSM, the Lost ContinentSM, Jurassic Park[®], Toon LagoonSM, and Marvel Super Hero IslandSM.

Central Florida vacationers will want to visit Universal Studios CityWalkSM, the new soul-stirring entertainment core in Orlando. This expansive 30-acre complex will feature an eclectic mix of live entertainment spots, fun & fine dining establishments, electrifying specialty shops and state-of-the-art cinemas.

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, featuring special discounts on regular admission for family and guests.

Call 888-777-2131 for membership benefits, admission savings and Orlando vacation package information.

Orlando FlexTicket: Unlimited Access to Adventure

The Orlando FlexTicket™ gives you the flexibility to visit Orlando's most popular attractions when and how you choose. And all at a price that adds tremendous value to your vacation. The 3-park Orlando FlexTicket provides you unlimited admission to Universal Studios Florida, Sea World® Orlando and Wet 'n Wild®- Orlando. Or add Busch Gardens® Tampa Bay and enjoy four parks. Ticket holders have seven consecutive days to enjoy Orlando's three participating parks for \$107.95 and 10 consecutive days for \$143.95 when Busch Gardens Tampa is added. The tickets are available at the theme parks and hotels whose guest services are run by Universal Studios Vacations.

For information call: 800-224-3838.

Launch Anyone?

Experience the thrilling rumble and lift-off of a shuttle launch from Kennedy Space Center — the only place in the U.S. that blasts man into outer space. To see the blast off up close, visitors can either write in advance to NASA for a free vehicle pass or purchase shuttle launch bus tickets at the Kennedy Space Center Visitor Center. Launches are also visible from beaches along the entire Central East region.

For information call: 407-867-6000.

Authentic Paddle Wheel Boat Debuts at Cypress Gardens

Cypress Gardens announces a partnership with Southern Grace Cruises to bring an authentic paddle wheel boat to the shores of Lake Eloise. The boat, which has a fully functioning galley, serves brunches on Sundays, private lunches for groups, and themed dinner cruises for groups and individuals daily. Additionally the boat provides guests at Cypress Gardens historical/educational excursions of Lake Eloise throughout the day during the park's operating hours.

Companies with 100+ employees can participate in the Cypress Gardens Connection Club Card Program. Cypress Gardens offers employees discounted tickets and provides your company with an opportunity to earn rebates that can be used for your employee fund.

For information call: 800-282-2123.

Visit Florida



Drive One! Ride One! You'll Never Forget the Experience!

Walt Disney World Resort guests have gone on adventures to the Moon and Mars, through the bloodstream and down an elevator shaft. Now they are able to strap in for the fastest thrill yet — at speeds up to 145 mph! Richard Petty Driving Experience (RPDE) now offers ride and drive programs on the one-mile tri-oval Walt Disney World Speedway, taking motorsports fans out of the grandstands and into a scene most only dream about — behind the wheel of a stock car! The RPDE offers three levels of driving experiences, plus a riding experience, at the Walt Disney World facility. RPDE instructors put program participants through the paces in all sessions, beginning with on-track classroom instruction on safety and fundamentals. It continues with on-track techniques concerning handling, passing and drafting with the stock cars. RPDE also operates in Daytona at the renowned Daytona International Speedway.

For information call: 407-939-0130.

Travel Tips

Titanic—Ship of Dreams Opens

This summer, visitors to the Mercado Marketplace on International Drive, Kissimmee, can experience the world's first permanent Titanic exhibition. The attraction includes re-created scenic environments from the original ship, priceless artifacts and historic treasures, and live interactive interpretations by storytellers in period costumes. Titanic—Ship of Dreams allows visitors to relive the mesmerizing drama as it unfolds before them and to share in the inspirational personal stories of those individuals who were aboard the Titanic.

For information call: 407-345-9337.

A Surprising Stretch of the Sunshine State



Northwest Florida stretches from the historic city of Pensacola on the state's western border, east to the shores of the famed Suwannee River. Known for its unique blend of sandy beaches and seaside villages with rolling hills and antebellum mansions, this region of Florida is a little bit of the Caribbean and the Old South rolled into one. With miles of undeveloped natural beaches, quiet fishing villages and quaint historic districts, visitors will feel like they are among the first to discover the "Other Florida."

Florida's Northwest Region

Family-Friendly Vacations

The beaches of Northwest Florida, from Pensacola Beach to the eastern stretches of the Beaches of South Walton, offer miles of unspoiled natural beauty and endless options for family fun. Kids and parents alike will enjoy beachcombing along sugary sand so fine it squeaks beneath the toes. The calm Gulf waters provide children of all ages with a welcome "splash zone" ideal for wading or swimming. Picnic tables, showers and concession stands are among the many conveniences available at recreation areas along the coast. "As a break from the sun, shake the sand from the kids' shoes and head inland to explore Northwest Florida's numerous museums and historic sites, just minutes from the beach. Museums, historic homes and an archaeological trail through downtown historic districts make entertaining and educational way to explore Pensacola's colorful past. The place to start a family tour is at the Historic Pensacola Village, which pays tribute to the five different flags that have flown over the city — Spain, France, Britain, United States and Confederate States of America. Families can meander through Seville Square, where many of the Creole and Victorian homes, dating from the 1780s to the 1800s, have been restored and converted into charming shops and restaurants. Nearby, the T.T. Wentworth Jr. Florida State Museum, Civil War Soldiers Museum and the Pensacola Museum of Art, offer additional entertainment.

For a look at Pensacola's more recent history, visitors can "take off" to explore two aviation museums on nearby military bases. The National Museum of Naval Aviation spans nearly a century of military flying, from the first flight in a wood-and-fabric biplane to today's space travels with a Skylab Command Module. Kids will love strapping into jet trainers for motion-based simulator rides, and the dramatic aviation films at the new seven-story IMAX theater. Or have a blast at nearby Eglin Air Force Base, where the U.S. Air Force Armament Museum showcases various fighter planes, as well as guns, rockets and "smart bombs."

Another great stop is the zoo, located near the

Visit Florida



DESTINATIONS IN FLORIDA

small town of Gulf Breeze. Everything at this special park is designed to give visitors a close-up view of more than 700 animals.

Referred to as the "Emerald Coast," the cities of Destin and Fort Walton Beach offer wonderful shelling and several unique small-town attractions. The small coastal town of Destin, hailed as the "World's Luckiest Fishing Village," offers excellent fishing and a chance to see the "big ones" that didn't get away. At the Destin Fishing Museum, visitors can check out tons of trophy catches, from the world-record red snapper to the state-record blue marlin. In nearby Fort Walton Beach, the Gulfarium's live exhibits display a panorama of sea life, from a 600-pound gray seal to the 2-ounce clown fish. At the Indian Temple Mound Museum, also in Fort Walton Beach, visitors can journey through exhibits depicting 10,000 years of Gulf Coast Indian history. The museum's 15th-century Indian mound is the largest to be discovered along saltwater.

Strung together along Scenic County Road 30A, a collection of 18 beach communities, called the Beaches of South Walton, remain wonderfully secluded. Stretching for 26 dazzling miles between Destin and Panama City, these beaches are continually ranked among the best in the United States. Unique villages are sprinkled along the sugar white sand. In the nouveau-Victorian town of Seaside, pastel-hued Victorian cottages with tin roofs and whimsical names, like Serendipity and Bit O' Heaven, line red brick streets leading to exclusive beaches.

Vacation Value

From Pensacola to Tallahassee, Northwest Florida offers a wealth of affordable activities for the price-conscious traveler.

There is no charge for visitors to enjoy the pristine beaches, rolling dunes and sparkling emerald waters along Pensacola's miles of sugar-white beaches. And visitors can also tour two Pensacola-area aviation museums — the National Museum of Naval Aviation and the U.S. Air Force Armament Museum — for free. On occasion, the world-famous Blue Angels put on a free air show as they soar over Pensacola Beach. Additionally, many of the city's other museums charge less than \$5 for admission. Dollar-for-dollar, Pensacola gives visitors more value than just about any other part of Florida. Surveys regularly show Pensacola's costs are below the Florida average.

Along Florida's Emerald Coast, visitors can find sand dollars on the shores of Destin and Fort Walton Beach, and keep some vacation dollars in their pockets. From February to May, Destin/Fort Walton Beach tempts visitors with a 4-month-long extravaganza of more than 50 seaside festivals, competitions and special events, with savings of up to 40 percent on accommodations. And during the famous Destin/Fort Walton Beach "Winter White Sale," visitors can enjoy warm temperatures and hot savings on more than 10,500 rooms in Gulf-front hotels, condominiums, private cottages, beach houses and bed and breakfast inns.

Visitors to the Beaches of South Walton can expect up to 75-percent savings on room rates during the fall and winter at nationally- and internationally-acclaimed resort communities. Happily, these discounts coincide with many of South Walton's most popular yearly festivals, such as the annual Seaside Red Wine Festival and the Sandestin Oktoberfest celebration.

For more information on the distinctive natural, historic, cultural and recreational appeal of Florida's Northwest region, contact Visit Florida at (850) 488-5607, or visit the website at www.flausa-media.com. For a free Official Florida Vacation Guide, call toll free 1-888-7FLA USA (U.S.), or www.flausa.com.



Destin/Ft. Walton Beach

Northern Florida Convention/Visitors Bureaus

Alachua County Convention & Visitors Bureau
352-374-5231

Amelia Island Tourist Development Council
904-277-0717 or
800-2-AMELIA (226-3542)

Emerald Coast Convention & Visitors Bureau
800-322-3319

Jacksonville and the Beaches Convention and Visitors Bureau
800-733-2668

Okaloosa County Tourism Development Center
800-322-3319

Panama City Beach Convention & Visitors Bureau
800-PCBEACH

Pensacola Convention & Visitors Bureau
800-874-1234

St. Johns County Visitors & Convention Bureau
800-OLD-CITY (800-653-2489)

South Walton Tourist Development Council
800-822-6877

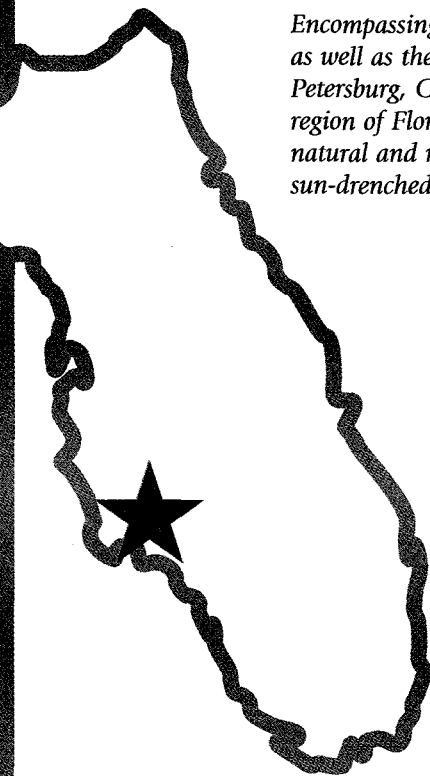
Suwannee County Chamber of Commerce
904-362-3071

Tallahassee Area Convention & Visitors Bureau
800-345-6710

Visit Florida



Sophistication and Fun in a Natural Gulfcoast Gem



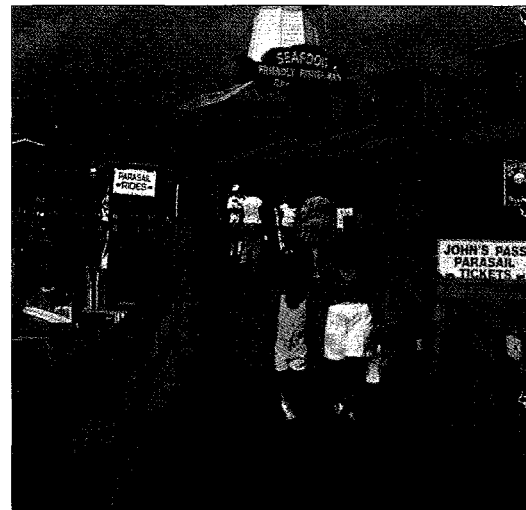
Encompassing the southern portion of Florida's Nature Coast, as well as the popular vacation destinations of Tampa, St. Petersburg, Clearwater and Tarpon Springs, the Central West region of Florida offers a vast array of cultural, historical, natural and recreational riches along gem-colored waters and sun-drenched beaches.

Florida's Central West Region

Family-Friendly Vacations

In Central West Florida, families can visit world-famous attractions, meet friendly creatures of all shapes and sizes, marvel at intriguing cultural treasures and explore historical sites hundreds of years old.

Hillsborough County is an exciting bundle of thrills, chills and spills for the entire family. From screaming roller coasters and scary sea creatures to gale-force winds and frolicking manatees, families will enjoy rides, entertainment and educational exhibits throughout the Tampa area. Explore the intrigue of turn-of-the-century Africa at Busch Gardens, a 335-acre family entertainment park packed with thrill rides, live entertainment, animals in natural settings, shops, restaurants and games in nine distinctly themed areas. With more than 3,400 animals roaming throughout the park, Busch Gardens is one of the top zoos in the country. And thanks to the new "Edge of Africa" expansion, visitors can now wander through an African village populated by hyenas, a fishing village housing hippopotamuses, baboons and various species of fish and a safari encampment overrun by lions. At Busch Gardens, visitors can also try to tame the park's other savage beasts — a collection of record-breaking roller coasters. On "Montu," one of the world's tallest and longest inverted steel roller coaster, visitors' feet dangle below the car as they drop nearly 13 stories and flip through a corkscrew finale. While on "Kumba," the southeast's largest and fastest roller coaster, riders travel at over 60 mph down nearly 4,000 feet of track towering at a height of 135 feet. Younger children will enjoy playing in the Land of Dragons, featuring climb-through mazes, watery play areas,



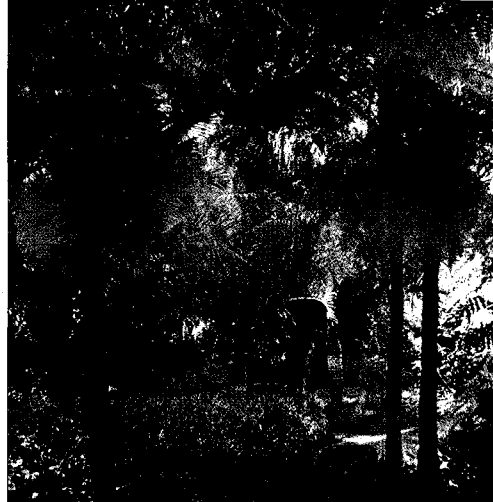
St. Petersburg/Clearwater Area CVB

corkscrew slides, net climbs, secret rooms and reptile exhibits.

Nearby, Adventure Island offers acres of twists and turns through 17 unique water play areas, including the new "Splash Attack," a treehouse maze of 50 interactive water elements overflowing with fun. A championship volleyball complex, game arcade and outdoor cafes round out the park's offerings.

Families can also spot exotic creatures from faraway places at Lowry Park Zoo. Ranked as one of the top three mid-size zoos in the country, Lowry Park Zoo features a free-flight bird aviary, an Asian Domain, a variety of primates — from chimpanzees to woolly monkeys — and the Florida Wildlife Center, a special sanctuary for native Floridians such as alligators, panthers, bears and red wolves. The zoo's Manatee and Aquatic Center is one of only three manatee hospitals and rehabilitation centers in Florida. Next door, at the Children's Museum of Tampa, kids can roam through a miniature outdoor city built to scale and chock-full of educational and entertaining activities.

Along downtown Tampa's waterfront, the distinctive glass-domed Florida Aquarium showcases more than 4,300 animals and plants in natural fresh- and saltwater habitats. Walking through the aquarium's huge galleries, visitors can explore Florida wetlands, bays, beaches, coral reefs and offshore depths. For the ultimate hands-on aquatic adventure, visit the new "Explore A Shore" exhib-



St. Petersburg/Clearwater Area CVB

it, where children of all ages can climb among mangrove tree roots, dig for buried shells, crawl through coral caves and touch live sea creatures in a pool teeming with everything from sea stars and anemones to horseshoe crabs and angelfish.

Families will experience wonders of a different kind at the Museum of Science and Industry (MOSI). At this scientific playground filled with more than 450 "minds-on" activities, visitors learn by doing. Encounter the gale-force winds of a Gulf Coast hurricane, explore the universe in space simulators or wander through a free-flight butterfly garden. And at Florida's first IMAX

HOTEL FEATURES:

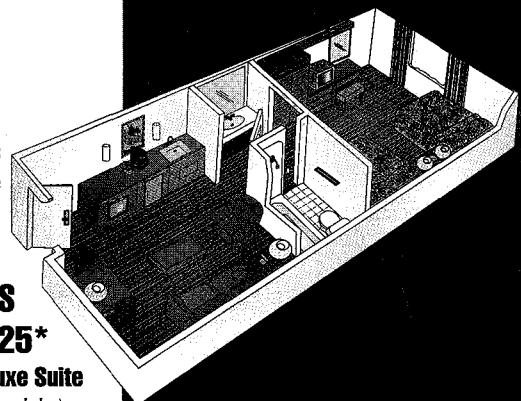
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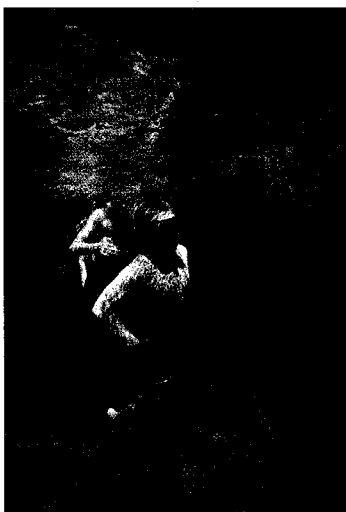
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Twenty miles southwest of Tampa, Pinellas County's finger-like peninsula dangles into the Gulf of Mexico, offering nearly 400 miles of shoreline and encompassing the eight resort communities of Clearwater Beach, Dunedin, Indian Rocks Beach, Madeira Beach, St. Petersburg, St. Pete Beach, Tarpon Springs and Treasure Island. Families will find the soft sandy beaches provide a refreshing break from the fast pace of nearby attractions. Gulf beaches boast 361 days of sunshine and an average water temperature of 75 degrees, making nearly every day a good one for shelling, sunning, swimming, fishing or sailing.

At the Clearwater Marine Aquarium, vacationers can meet Sam, the bottlenosed dolphin, Big Mo, a 500-pound loggerhead sea turtle and get a fish-eye's view of a mangrove and seagrass community. Nearby, Celebration Station offers a variety of rides including go-karts and bumper



Visit Florida

boats, plus miniature golf and batting cages. And parents will have a difficult time prying kids away from the park's two-story arcade.

To the south, St. Petersburg offers numerous cultural activities connected by the city's downtown trolley service, called the Looper. Family-friendly stops include the St. Petersburg Museum of History, where a replica of a Benoist airboat commemorates the world's first commercial flight made from St. Petersburg to Tampa in 1914; and Great Explorations: The Hands-On Museum, where kids can play inventor-for-a-day as they help Einstein with his latest project, reconstruct a 40-foot-long roller coaster or create their own symphony.

Vacation Value

Visitors to Central West Florida have always gotten plenty of things for free — dazzling sunshine, soft Gulf Coast breezes and powdery white sand. An array of special discounts can help make the rest of the region's attractions almost as economical.

Travelers can make the most of their Tampa-area vacation with "Great Tampa Getaways," a new year-round package program that pairs up Tampa attractions and hotel accommodations throughout Hillsborough County, offering visitors a value-oriented vacation plan with lots of options. Travelers can select from a range of package options, including admissions to area attractions and museums, tickets to professional sports events and

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In addition, some of Tampa's most popular attractions, such as Busch Gardens, the Florida Aquarium and MOSI, offer an average of 10 percent off admissions to senior citizens and students. For quick, affordable transportation to many of the area's cultural and historical attractions, families can take advantage of the Tampa-Ybor Trolley's 25-cent fare.

Southwest of Tampa, enjoy an average of 361 days of sunshine for free on the Pinellas Suncoast, which encompasses eight Pinellas County communities from Tarpon Springs (America's natural sponge capital) to St. Pete Beach. Although sunny year-round, many hotels offer special packages during the summer, when the average room rate dips to less than \$52 per night. And with average meal prices ranging from \$3 for breakfast to \$9 for dinner, vacationers may find feeding the family to be less expensive than they planned.

To experience the sophistication and fun of Central West Florida's culture, nature and history, contact Visit Florida at (850) 488-5607, or visit the website at www.flausa-media.com. For a free Official Florida Vacation Guide, call toll free 1-888-7FLA USA (U.S.), or www.flausa.com.

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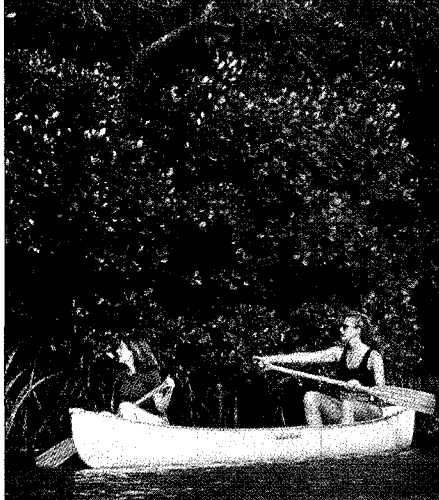
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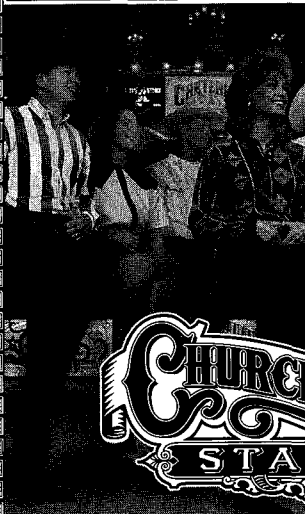

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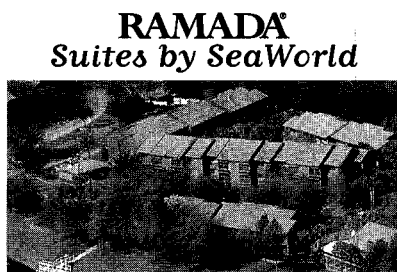
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See our ad on page 14.

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See our ad on page 18.

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(800) 669-6753
(407) 396-9215 FAX

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See our ad on page 15.

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Star Island Resort & Club

5000 Avenue of the Stars
Kissimmee, FL 34746
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(407) 997-5222 FAX

Located just 4 miles from the entrance to Walt Disney World Resort Theme Park, this suite resort offers: • Luxury one and three bedroom villas with up to 1340 square feet. • Each complete villa offers color cable TV with HBO, stereo and video player, fully equipped kitchen with dishwasher, stove, microwave and refrigerator, dining room area, and whirlpool bathtubs • Vic Braden tennis College with 9 tennis courts • Celebrity Fitness Center, The Spa at Star Island, Watersports, Golf driving range and putting green. Please request our special NESRA rate when booking.

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Cocoa Beach Area Chamber of Commerce
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Florida's Space Coast Office of Tourism
800-93-OCEAN

**Greater Fort Lauderdale
Convention & Visitors Bureau**
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Gulf Beaches of Tampa Bay
727-517-7194

Kissimmee-St. Cloud Convention & Visitors Bureau
800-831-1844

**Lakeland Area Chamber of
Commerce/Convention & Visitors
Division**
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**Orlando/Orange County
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407-363-5800

**Sarasota Convention & Visitors
Bureau**
800-522-9799

**Seminole County Convention &
Visitors Bureau**
800-800-7832

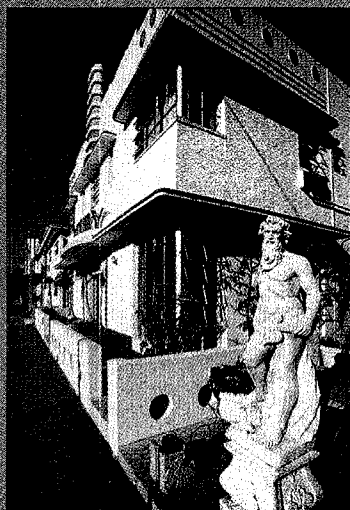
**St Lucie County Tourist
Development Council**
800-344-TCIF

**St. Petersburg/Clearwater Area
Convention & Visitors Bureau**
800-628-2866

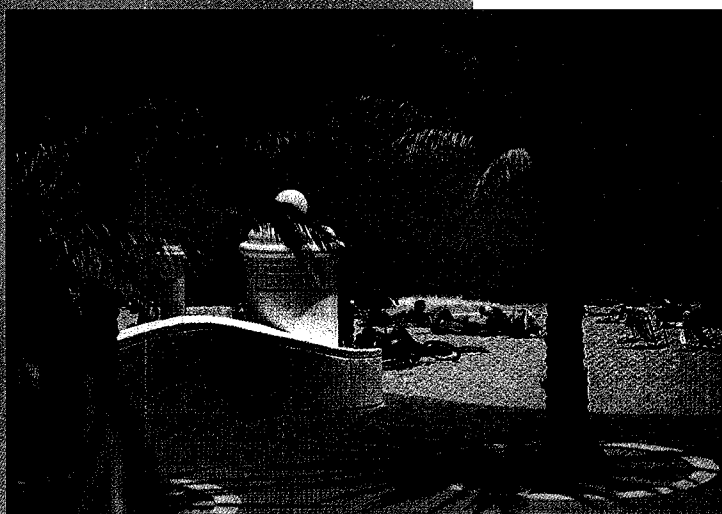
**Tampa/Hillsborough Convention
& Visitors Bureau**
800-826-8358

Families can spend the day combing the shore for sunken treasure, marveling at amazing wonders of science and technology or exploring the shadowed corridors of historic red-brick forts — it's all in a day's fun in Southeast Florida.

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Visit Florida

Florida's Southeast Region

Fort Lauderdale: Venice of America

With more than 300 miles of navigable inland waterways and 40,000 resident yachts, it's no wonder Greater Fort Lauderdale is known as the "Venice of America." Although once known primarily as a mecca for college students on spring break, Fort Lauderdale has become a dynamic family-oriented vacation destination. Families can enjoy water taxi rides to various entertainment venues or stroll along the meandering Riverwalk to many downtown cultural sites.

Downtown Fort Lauderdale is home to the Museum of Discovery and Science, Florida's most visited museum, which helps kids of all ages explore science, space and the environment. The museum's five-story Blockbuster 3-D IMAX theater offers thrills of another kind in panoramic films such as "Rolling Stones at the MAX" and "The Living Sea."

The Jungle Queen plies area waterways on daily sightseeing and dinner cruises through Old Fort Lauderdale, past the palatial estates of Millionaires Row, with colorful commentary on interesting sights and celebrity residents past and present. Dinner cruises stop at a tropical island paradise for "all-you-can-eat" barbecue dinners and an old-fashioned vaudeville show. The return trip features a sing-along of old family favorites.

For an unforgettable trip to the beach, families choose from more than 23 miles of sparkling sand, stretching from Deerfield Beach in the north to Hallandale in the south. Some popular spots include Pompano Beach and its famous 1,800-foot municipal fishing pier and plentiful oceanside playgrounds and mini-picnic pavilions; Fort Lauderdale Beach for its new \$26-million pedestrian promenade, where families and couples can stroll arm-in-arm; and Dania for John U. Lloyd State Recreation Area, which offers 244-acres of canoeing, swimming, fishing and picnicking.

With headquarters in Greater Fort Lauderdale, the Seminole Tribe has

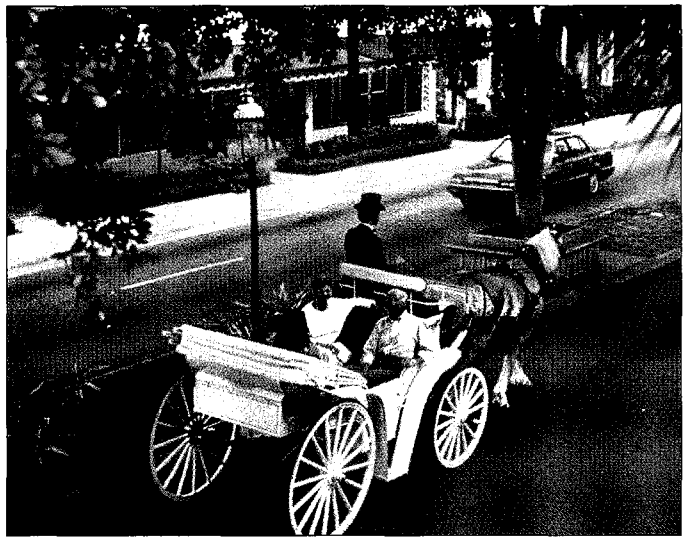
developed eco/heritage attractions for the whole family. West of Fort Lauderdale on the Big Cypress Reservation is Billie Swamp Safari. The Seminole Tribe's official Everglades attraction includes swamp buggy tours, airboat rides, exotic animals, alligator shows and Seminole arts and crafts.

Five minutes from Billie Swamp Safari is the Ah-Tah-Thi-Ki Museum, the nation's finest museum of the Florida Seminole. The museum features rare artifacts on loan from the Smithsonian Institution.

Shopping opportunities range from Sawgrass Mills, the world's largest discount outlet mall, to the 2,000-vendor, 75-acre Swap Shop. Kids will love the Swap Shop's giant carousel, while everyone will enjoy the free daily entertainment, including a real circus complete with elephants and a man on the flying trapeze. While parents shop nearby malls, kids can explore the Young at Art Museum and Art Center in Davie. Here, kids will learn about computer art, how to build sculptures and even attend art classes.

Vacation Value

Visitors to Fort Lauderdale can enjoy a number of free activities, including jazz concerts the first weekend of each month at Riverwalk and a broad, serpentine pedestrian promenade along Fort Lauderdale's famed beaches. Get into the spirit of the "Venice of America" by hopping aboard a water taxi, which provides an economical and interesting way to tour area historical and cultural locations. In addition, the city's Superior Small Lodging program



Greater Fort Lauderdale CVB



Orlando/Orange County CVB

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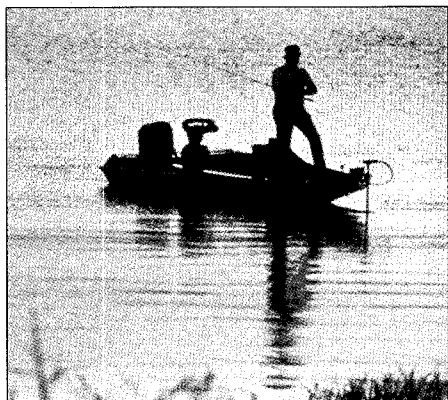
407-239-4300

*Rate based on space availability and season, and apply only to NESRA members. Some blackout dates may apply. Rate expires 12/10/99.

features a selection of 50-room or less, owner-operated hotels, which offer affordable accommodations in distinctive settings.

Greater Fort Lauderdale also features some of the world's best golf bargains. During the value season — May through October — green fees range from \$15 to \$45 a round, while peak-season charges average from \$25 to \$65 a round. Fees can be trimmed even further by taking advantage of special packages offered by area golf resorts or by working through a discount tee time service such as Next Day Golf, which provides its clients with access to private courses normally closed to the public, at no extra charge.

To begin your journey through Southeast Florida's world of tropical treasures and waterfront wonders, contact Visit Florida at (850) 488-5607, or visit the web-site at www.flausa-media.com. For a free Official Florida Vacation Guide, call toll free 1-888-7FLA USA (U.S.), or www.flausa.com.



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Lee Island Coast Visitor & Convention Bureau

2180 W. First Street, Suite 100
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(941) 334-1106 FAX
E-mail: lic@cyberstreet.com

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See our ad on page 22.

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Greater Miami Convention & Visitors Bureau
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Convention & Visitors Bureau
800-788-6272

Naples Area Tourism Bureau
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Palm Beach County Convention & Visitors Bureau
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20091 Summerlin Road
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(941) 466-3797 FAX

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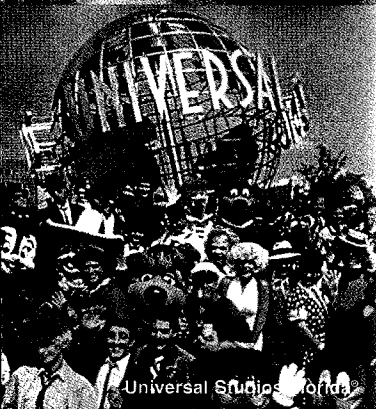
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Universal Studios Florida



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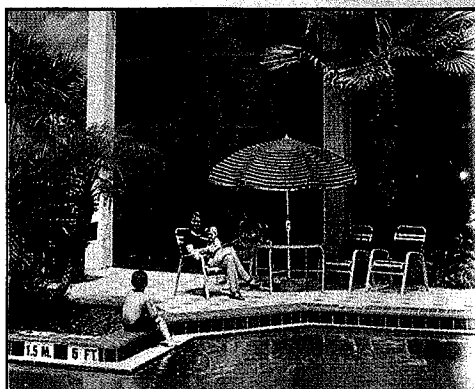
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- Crystal Beach Fitness Center
- Close to Bal Harbour Shops, South Beach Art Deco District and Miami Beach Convention Center

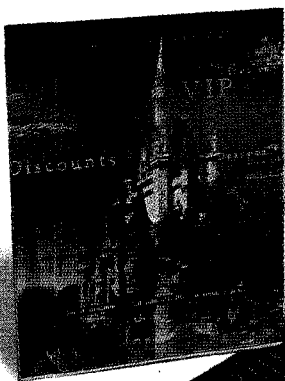
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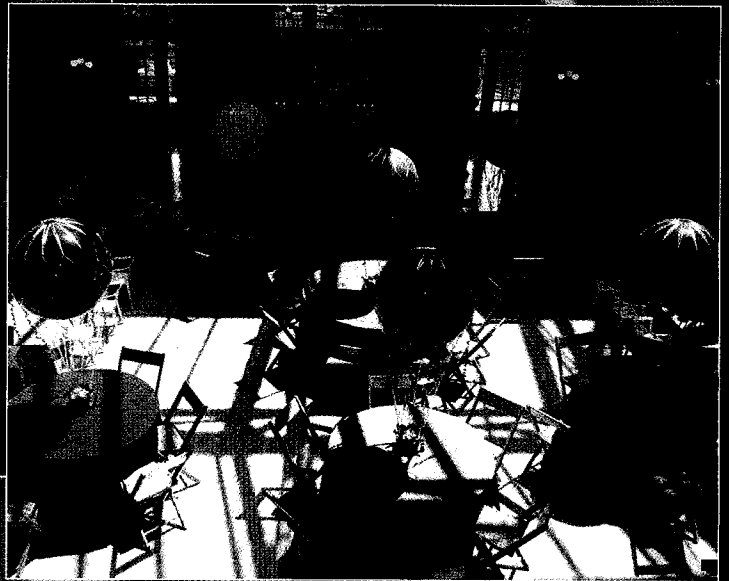
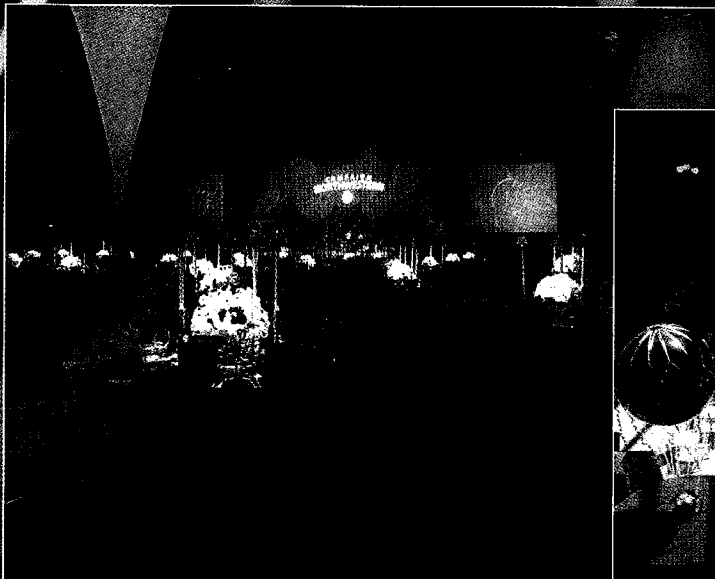
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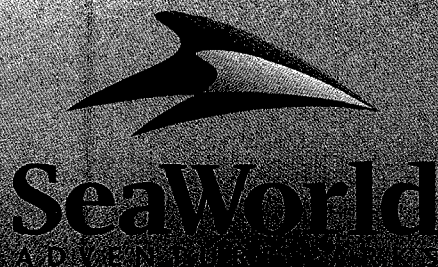
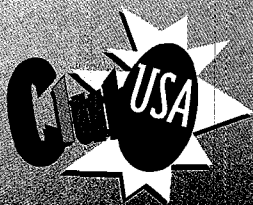
May/June 1999

THE MAGIC BEHIND SPECIAL EVENTS



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EMPLOYEE SERVICES

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PUBLISHED BY THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION

May/June 1999

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By Anne Weissman and Marcy Manley

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In this *ESM* interview, Ryan shares what employee services programs mean to employees and the success of Prudential.

23 Work/Life In Motion

NESRA introduces a powerful one-day seminar that provides an in-depth look at how to implement and maintain work/life programs. View the day's schedule and sign up today!

28 From the Ground Up: Implementing an Employee Services Program

It's the most common question asked among NESRA peers: How do I present my ideas to upper management? Read one NESRA member's advice on management's expectations, including how to organize your ideas and which elements to include in your proposal.

By Susan A. Kerwin

A Little Magic

By Renee M. Mula

Magic. These days it seems that many employee services providers are either creating magic with their programming accomplishments or they are wondering how to acquire the power and knowledge needed to make magic. When I use the word "magic," I'm not referring to something that is easy to accomplish, by any means. No, you can't just wave your magic wand and POOF!, you've created a well-rounded employee services program. However, to many of your coworkers, your services are magic. Think back to that moment in your duties when, after spending months putting the finishing touches on your special event, an attendee complemented you on how smoothly it ran. Recall when a coworker congratulated you on the success of the new recreation facility that you worked with the builders to design.

To employees who are not working with you on a daily basis, your programming results are magic. Your coworkers may be wishing that your company had a childcare center one day and the next day their wishes have come true because of you. It's magic!

This issue of *Employee Services Management* will surely empower you to use your magical capabilities to provide your employees with state-of-the-art special events, effective work/life programs and new services. This month's cover story, "Trends in Special Events," brings you up-to-date on the latest special event planning techniques. Find out what it takes to create savvy special events your employees will enjoy.

Next, learn about the magic behind Prudential's successful employee services program in "An Interview with NESRA's 1999 Employer of the Year Art Ryan, Prudential's Chairman and CEO." Read his views on the importance of employee services and how they contribute to employee attitude and satisfaction.

Then, discover the mystery of grass-roots programming with "From the Ground Up: Implementing an Employee Services Program." This article will guide you through the process of selling your ideas to management, including writing a proposal.

Lastly, unleash your powers at NESRA's one-day event, featuring "Work/Life in Motion." Enchant your coworkers with solutions to their work/life issues and receive guidance to aid your implementation.

Let NESRA give you the power to let your imagination run wild. Before you know it, you'll have your coworkers wondering just how you did it all. And, you can say, "All it took was a little magic."

If you have a story idea or know of someone who would be a great author or should be interviewed, call me, Renee Mula, at (630) 368-1280 or e-mail me at reneemula@nesra.org.

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Publisher

PATRICK B. STINSON

Director of Communications

CYNTHIA M. HELSON

Editor

RENEE M. MULA

Designer

DALE DODSON

Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd.
Solon, OH 44139
(800) 335-7500 (440) 349-3353
Fax (440) 349-3447
E-Mail: bashian@idt.net

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.
Solon, OH 44139
(440) 498-9297
Fax (440) 498-9298
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ROBERT H. KRUHM

Box 234
Fulton, MD 20759
(301) 924-4473
Fax (301) 854-2464
E-Mail: rhkrumh@mindspring.com

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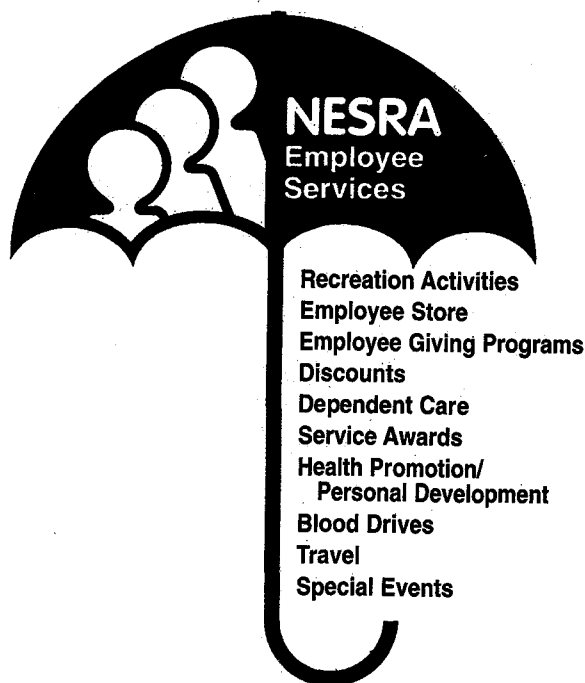


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NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. nesrahq@nesra.org ■ <http://www.nesra.org>

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Suite 207
Oak Brook, IL
60523-2371

(630) 368-1280

(630) 368-1286 FAX

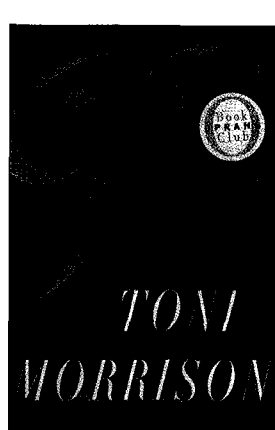
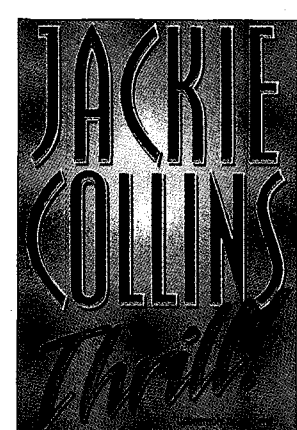
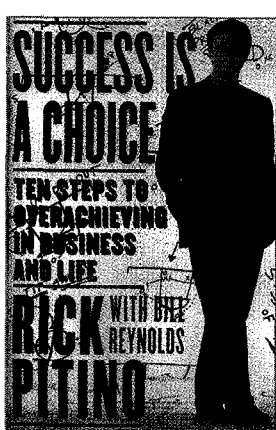
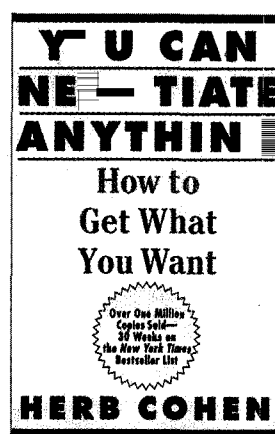
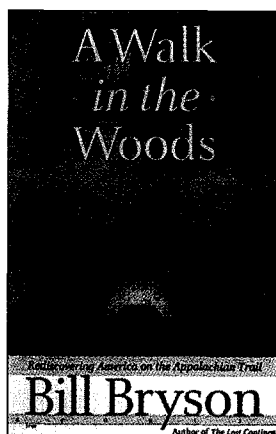
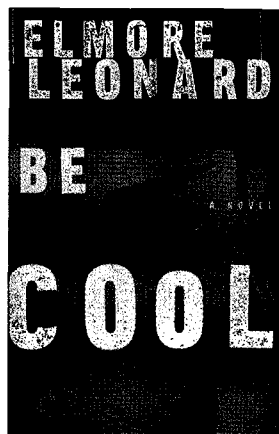
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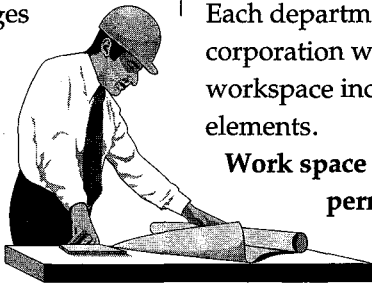
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"Success requires three bones: wishbone, backbone and funny bone."

Kobi Yamada, president, Compendium

Office Under Construction

Have you ever tried to hold a meeting in your cubicle? According to a Steelcase Workplace Index, more than half of workers surveyed believe changes in office space would boost productivity. Soon enough workers will no longer be looking at the same cube farms and uninviting office space that have not been updated since the 80s. Companies such as Ernst & Young, Cambridge, MA, are revamping their office space into workplaces that are conducive to Year 2000-style jobs, encouraging collaboration and team building.



This work area includes gathering spaces, conference rooms, couches, cafe tables, living-room-style areas and could even include a coffee bar. Each department within a corporation will house a unit workspace including all of these elements.

Work space is no longer permanent. With the new wave of telecommuters and

road warriors, employees need office space that will allow for the "portable office." According to a recent article in *Harvard Business Review*, 30-40 million workers take their work on the road with them. Others may be based in an office, but most of their time is spent on the road.

The solution is the non-territorial office plan, also called free address, hoteling or hot-desking. Instead of having their own office, telecommuters and road warriors collectively, are designated to a group of offices or workstations. Then, these workers must reserve their space on an appointment basis.

Change is good, but you must consider your employees' and company's work environment needs first. Employees react similar to any corporate change—with resentment, anxiety and resistance. Avoid miscommuni-

Unlike the many office furniture and architectural design-based fads, the latest thrust for change comes from a need for space that fits employees' work styles. Here are the main reasons why many employers are looking to make the change:

The isolated cubicle no longer makes sense. Studies prove that employees spend half of their time on collaborative work and the rest on individual tasks requiring concentration. Cubicles do not allow employees the peace and quiet or meeting space required for either task. The solution is called teaming spaces, or groups of workstations in open-plan settings.

A newsletter of ideas for the Employee Services and Recreation Provider

KEYNOTES

Continued on page 6

Office Space

Continued from page 5

ication by listening to your employees' special needs. Consider developing a survey that will unveil statistics on how many employees need privacy versus how many require team settings. A team setting may seem appealing to some employees and a noisy, unproductive atmosphere to others. Try conducting small group meetings and even one-on-one conversations to test the waters. Employees will be more apt to accept the change if they are a part of the decision-making process.

Define your company's culture before you consider a new environment. Do you currently have many employees working in teams? Could a good number of your employees use workstations with laptop hookups? If you do not have a team-based company, the conference rooms you create will go unused. Keep in mind that these changes are not trends in office space decor, but a move towards a more positive and productive work environment for your company.

(Harvard Management Update, November, 1998)

Better Videoconferences

Videoconferencing is the latest alternative to business travel, where employees use video technology to hold on-site meetings with associates across the world.

Consider using these tips for better videoconferences:

1. Have a planned agenda.

Since the phone lines must be reserved in advance, you should begin your meeting promptly and stick to your agenda.

2. Mind the camera. Begin the meeting by having everyone introduce themselves. This is a great way to verify that the sound and video monitor are working correctly.

3. Speak distinctly. Speak slowly and clearly, realizing that the sound could be delayed for up to five seconds. Do not make unnecessary background noise, such as tapping your pen or rustling papers.

4. Test your visual aids. All charts

and graphs should be easy to read. You can test readability by placing your visual aids on the floor and attempting to read them while standing. If you find them difficult to read, so will your participants.

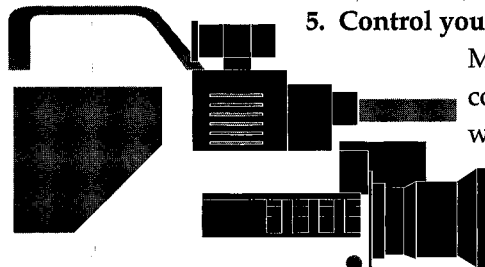
5. Control your movements.

Many conferencing units work at slower speeds than television. Keep your body

movements to a minimum and rely on your voice and facial expressions to get your point across.

6. Dress for success. Choose darker clothing and avoid bold patterns and white clothing. Remember to remove reflective jewelry and powder your face to avoid shine.

(The Working Communicator, October, 1998)



DID YOU KNOW?

- Research from the American Medical Association shows 80 percent of alcohol-related boating accidents are caused by intoxicated passengers, not skippers.

(Source: Rec Facts, September, 1998)

- An estimated 66,000 U.S. deaths from coronary heart disease, colon cancer and diabetes could be prevented annually if one half of the sedentary people became active on a regular basis.

(Source: 1997 Parks and Recreation Calendar)

**"I told the doctor I couldn't relax.
He said, 'Force yourself.'"**

Ron Dettinger

Promoting Your Programs

Here's an interesting example of how the Lockheed Martin Recreation Association (LMRA) Newsletter, Ft. Worth, TX, entices employees to participate in a special interest club:

Do you remember seeing the elderly star of the movie Titanic sitting at her potter's wheel in the beginning of the movie? If you saw the movie Ghost you probably remember that Demi Moore was also a potter in that movie. And did you know that the ex-Marine neighbor in Grace Under Fire also portrays a potter?

So what's the common thread, you say? Each role has been created to portray a "...strong down-to-earth, unpretentious, deep-thinking kind of person ... with a twinkle in the eye."

Perhaps these traits are developed because of working with clay. Give it a try. See how much fun pottery (and potters) can be. Come to the next meeting at the Potter's Studio to see what it's all about.

As you can see, drawing a connection between a set of traits and the fact that each actor portrays a potter provides a very effective way of selling the program.

Next time you'd like to appeal to your employees, try to get them to identify with a certain something. It just might work!

(Source: Lockheed Martin Recreation Association Newsletter, April, 1998)

• "The average tourist wants to go to places where there are no tourists."

(Source: Sam Ewing)

• Consider renting your recreation facilities to employees for children's birthday parties. Offer gymnastic parties at the gym, bowling parties at the bowling alley or pool parties at the company pool.

(Source: Phillips Recreation & Athletics, October 12, 1998)

Top 10 Signs You Work in the '90s

10. You lecture the neighborhood kids selling lemonade on ways to improve their process.

9. You get all excited when it's Saturday so you can wear sweats to work.

8. You refer to the tomatoes grown in your garden as deliverables.

7. You find you really need PowerPoint to explain what you do for a living.

6. You eat out of vending machines and at the most expensive restaurant in town within the same week.

5. You think that "progressing an action plan" and "calendarizing a project" are acceptable English phrases.

4. You know the people at the airport hotels better than your neighbors.

3. You ask your friends to "think out of the box" when making Friday night plans.

2. You think Einstein would have been more effective had he put his ideas into a matrix.

1. You think a "half-day" means leaving at 5:00 p.m.

Popular Store Products

Consider updating your employee store's stock with the top products sold in merchandise and foodservice stores:

- Cigarettes, 27.6 percent
- Beer, 14 percent
- Packaged, nonalcoholic beverages, 13.6 percent
- Foodservice, 12 percent
- Candy, 4.7 percent
- General merchandise, 3.9 percent
- Salty snacks, 3.8 percent
- Fluid milk products, 3.4 percent
- Publications, 2.6 percent
- Edible grocery, 2.1 percent.

(Source: *Association Trends*, May 15, 1998)

Job Seekers Watch Television

New Jersey job-seekers are looking to television for employment. The New Jersey departments of labor and education and a television production company joined forces to create a half-hour show dedicated to employment opportunities.

Available weekly on public television, the program attempts to get viewers to think about their careers. It further provides viewers with tips on resume writing and interviewing. Viewers are informed of specific job openings available on the state labor department's website.

(Source: *The Wall Street Journal*, July 21, 1998)

The Importance of Water

Water is essential to keeping our bodies hydrated, yet we never question why. Have you ever wondered why it is important for us to drink at least 6-8 glasses of water everyday?

Water keeps our bodies functioning properly, through various processes:

- Water regulates the processes and chemical reactions of all living cells in our bodies.
- In addition to aiding our digestive tract and absorbing food and nutrients, water allows our bodies to excrete waste products.
- Water prompts our bodies to develop new tissues and, at the same time, provides cushioning for those tissues.
- Water allows our bodies to maintain normal body temperatures and transport oxygen and nutrients throughout each system.
- Water allows enzymes to function in an orderly manner and blood electrolytes to be concentrated properly.

An adult body can live without food for weeks, however, the same body will only survive for about three days without water.

While it is important to keep our fluid levels high, it is essential that most of our fluid intake be water. Caffeine, found in many drinks, dehydrates the body, as does alcoholic beverages.

If you want to keep your body operating at optimum levels, have another glass of water.

(Source: *LMRA*, April 1998)



Showcase Your Programs

Consider spotlighting your employee programs and services in your company newsletter. Exxon's Baton Rouge Complex newsletter, *Red Stick News*, features the company's special "Emergency In-Home Back-Up Child Care Program" in a section titled "Benefits in Detail." The story explains the program that provides babysitting service if employees' children are sick and need to stay at home. The editors make the main concerns—caregiver qualifications, services offered and how to use the service—easy for readers to quickly comprehend.

Each category is neatly outlined so all of the details, including the service's phone number and rates, are prominent. In fact, the article would be a perfect addition for employees to place on their refrigerators, or wherever they keep lists of emergency phone numbers.

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Editor/Production: Renee M. Mula

Teams . . . Friend or Foe?

Whether or not your company is organizing employees in teams, you may find the different types of teams and common team problems and solutions helpful when working with your employee association board members:

By Randa A. Wilbur

When teams are new, they are as cute and entertaining as a young lion cub. But as they get older, watch out. . . they can devour your children! As consultants in the business of helping companies build team-based organizations, you would think we'd be worried about admitting that to a prospective client. However, many organizations are jumping into team implementation for the wrong reasons and doing it the wrong way. We hope this article provides you with helpful implementation insights...before you take the plunge!

Why Teams?

Why are companies interested in implementing teams, particularly when many studies of companies suggest that 50 percent of their efforts to build a team-based organization fizzle and die? If done the wrong way, teams can bog the work process down, take an incredible amount of time to do what fewer people were capable of doing before and can increase operating costs significantly. The old adage about "management by committee" belongs to teams that have gone awry.

The Wrong Reasons

There are a number of misconceptions about initiating a team approach:

- 1) a belief that teams will produce better results automatically;
- 2) it's "the popular thing to do;"
- 3) "we've downsized and have fewer managers" and
- 4) "we've downsized and have fewer employees."

The Right Reasons

When done correctly, teams can bring about extraordinary improvements in the performance of the organization. So what are the "right reasons" to consider utilizing teams in your organization?

1. An organizational belief in creating an atmosphere where people can give their best. If you want ideas for how to improve work processes, why not ask the people who have been trying to make those processes work, assuming the working track record has been competent.
2. Another important factor to consider is that the organization needs to be flexible, i.e., the organization needs to be able to respond to the changing demands of its customers and marketplace. Teams should be cross-trained and capable of performing many functions simultaneously. Teams should also be proficient in quickly redesigning work processes, making them directly tied to the requirements of the customer and to the business strategy. This allows for greater organizational flexibility than traditional structures.
3. The organization's structure is already suited to a team approach. Teams do better work when they are structured around work processes and are responsible for insuring those processes meet the requirements of the external customers. This fosters loyalty to the customer and to the objectives of the business versus loyalty to the function or department. Teams are an extension of a naturally participatory leadership style and

**There Are A
Number Of
Misconceptions
About
Initiating A
Team
Approach**

organizational culture. Since teams live within the broader culture of the organization, that culture can determine whether a team lives or dies. Senior management sees a team-based organization as a means to achieving the vision, mission and business strategy of the business. In organizations where senior management not only supports teams but also requires them, the success of teams soars.

We're a Team: Fact or Fiction?

Calling a team a team doesn't automatically make it so! The biggest mistake companies make with teams is announcing that teams are a new way of doing business, appointing team members, then encouraging them to work together to make the "team approach" a success. This is what's called the "Good luck, Charlie" method. Now you're a team, good luck! The truth is, turning a group of people who work together into a real team takes know-how and a lot of hard work. There are many different varieties and uses of teams. Most of them fall into one of the following two categories: Performance Teams and Problem Solving Teams.

Performance teams are structured around the work process while problem solving teams are structured around expertise in the problem area (see Chart A).

Problem solving teams are easier to implement and can have a dramatic impact on identifying and resolving organizational problems. However, once the initial excitement has worn off, it is difficult for problem solving teams to maintain momentum. Accountability is usually weak, demands of "real work" pull at team members, and management support usually shifts to the more pressing issues of the day. Performance teams, on the other hand, have more "staying power" since they focus on day-to-day performance (i.e. the "real business"). They have a much higher chance of becoming a way of doing business. Still, it often takes 3-5 years of diligent effort and support before performance teams are self-managing or self-sustaining.

Building a Team Culture

Transforming a group of people working together into a team calls for culture where:

- Management values individual initiative and

Chart A

TYPES OF TEAM APPROACHES

There are many different varieties and uses of teams. Most of them fall into one of the following two categories:

PERFORMANCE TEAMS

- Structured around work processes.
- Members are employees who have been hired to do the work.
- Permanent structure. Operates on a daily basis. Is the way we conduct our business.
- Is part of our job.
- Participation is mandatory.
- Team establishes their mission, values for working together, identifies key performance indicators, measures and monitors their own performance, solves problems, removes barriers to their performance, and holds themselves accountable for high levels of performance.
- Team is empowered to change work processes. Has decision-making authority within boundaries.
- Requires training in identifying customers/requirements, performance measurement, work process evaluation, team meeting leadership and participation, problem solving, team dynamics and team coaching.

PROBLEM SOLVING TEAMS

- Structured around expertise in the problem area.
- Members are hand selected for their expertise in the problem area.
- Temporary structure. Solves the problem and disbands.
- Represents "extra work" for those assigned.
- Participation is voluntary.
- Team is provided a "mandate" outlining the problem to be solved. Team uses a systematic approach to problem solving.
- Team makes recommendations for change. Has no decision-making authority.
- Requires training in complex problem solving.

COMMON TEAM PROBLEMS AND HOW TO SOLVE THEM

1. Too much time spent in meetings.	1. One hour a week should do it.
2. Teams have lots of responsibility, little authority.	2. Make sure the team is clear on their boundaries and on their level of authority.
3. Lack of direction/foundation (i.e. "we've built a great sail-boat but we're about to dash against the rocks.")	3. Management has to help set the course (i.e. insure team has the right performance measures, clear purpose, clear authority, clear boundaries).
4. Over or under empowerment.	4. Empowerment has to be tied to the competency of the team. The coach has to be boundary manager.
5. Unclear purpose.	5. Team needs a clear mission statement, clear performance objectives tied to the business plan and know the role they play in meeting the requirements of the external customers.
6. Lack of training.	6. Ongoing training for teams, team leaders and coaches need to be provided.
7. Withdrawal of support as executives go on to the next project/program.	7. Have to build a team architecture that sustains itself (i.e. is self managing).

Chart B

high levels of employee participation versus maintaining the "status quo."

- Employees are eager to learn and welcome training.
- Employees have a "we can solve anything we have to" attitude.
- Accountability is placed on process as well as results (i.e. what we do and how we do it is important).
- Performance management systems are aligned with and support teams (e.g. accountability systems, performance appraisal systems, compensation systems, etc.).
- Management (at all levels) is willing to walk the talk (e.g. held accountable for providing the model for the rest of the organization).
- Strong team values are established.

One of the most important things a team can do is establish a set of values for working together.


Sample Team Values

- We will perform our work with enthusiasm.
- We will willingly share our time, resources and ideas with each other and other teams.
- We will consult together to achieve unity of thought and action.
- We will listen to each other, encourage, clarify points of view, ask questions and support other coworkers' opinions.
- We will strive for continuous improvement in our work and in our own learning.

- We will do things right the first time!
 - We will not initiate or receive gossip.
 - If someone has a problem with another team member, they should be the first to know, not the last to know.
 - We will use appropriate channels to express disagreement/concern.
 - We will work through problems and look for "win-win" solutions.
 - We will be tough on problems, easy on people.
- See Chart B for Common Team Problems and How to Solve Them.

Conclusion

When done right, teams do work! Keep in mind that all teams struggle and building a team culture has its own maddening pace. Teams have to be productive—they have to be measured relative to the business strategy and need continuous coaching. Make sure that new managers support teams and have a history of a high participation management style, if not previous positive experience with teams. Success breeds success—others will jump on the bandwagon.

The book *Workforce 2000*, which describes employment trends through the turn of the century, makes the prediction that by the year 2000, employees and managers will have difficulty finding employment if they do not have experience working in a team-based organization. Many other futurists agree. Will you, your employees and your organization be ready? 

Randa A. Wilbur is the managing director for Dechert-Hampe & Co., Northbrook, IL, which has developed a variety of tools to assist organizations in implementing teams. For more information contact Wilbur at (847) 559-0490.

TRENDS IN SPECIAL EVENTS

The Who, What, Where and What If of Today's Special Events

Photo 1



A gala event designed as the official kickoff for a one-billion-dollar fundraising campaign. The event was to capture the essence of Northwestern University, Chicago, IL, and cater to a high-line group of donors.

By Anne Weissman and Marcy Manley

Who

The Chameleon Planner and Big Business—

It is increasingly important to consider why we are having special events these days. What main objectives are companies trying to accomplish? How can we, as planning professionals, assure that these goals are met? How does the role of

planner have to change? What do we need to stay current?

These are questions that the savvy meeting planners of the new millennium are asking because today's planners are all about business. They are required to support and facilitate the

Corporate America of the 90s; a streamlined, informal, goal-oriented and totally restructured environment. Meetings and events are popping up everywhere, from marketing and sales to appreciation and incentives to team-building, promotion, brand recognition and launches. They are to show appreciation and acknowledgment, share information, promote cohesiveness and provide solutions. The planner needs to be a part of those solutions and realize that whether you are an in-house corporate meeting planner or a consultant, your goals are as specific as those of your company.

Special Education—The cookie-cutter party planner is doomed in this fast-paced business environment. Their responsibilities have grown to accommodate each approaching challenge coming from a changing workplace. Meeting and event planning professionals, nowadays, are impressively cross-trained and well-informed. They are on the front line with suppliers and on-site contacts and they are the backbone of support for their clientele.

Technology plays a large role in our day-to-day operations. The Internet is quickly becoming THE WAY to do business, as it is used in the research phase when looking for destinations, meeting sites, special venues, or performing a nationwide search for companies to provide dependable production support services.

In order to be a resourceful facilitator, one must have a firm grasp of the key elements which bring it all together. Start with the basic steps to get the ball rolling:

1. **Do Your Homework:** Know your objectives, your space, your limitations.
2. **Stay Current:** The first step is to read special event publications.
3. **Be a Techie:** Technology can be a great tool and a boundless resource.
4. **Start at the Top:** Be certain that your goals are in line with those of your company or client.
5. **Select Qualified Support:** Research suppliers to get the most "bang for the buck."
6. **Evaluate Your Results:** Work Smarter, Not Harder!

What

As every planner knows, once these first steps are taken, there are always new challenges

Photo 2



"Red Hot Holiday:" Dressy and breathtaking corporate dinner dance for employee appreciation and in celebration of the holiday season for 1,000 guests at Chicago's Field Museum.

to face. The traditional role of putting bodies in seats has changed to creative inventor of theme and concept. Coming up with an encapsulation for your special function can be simple or daunting. Paying attention to hot trends and classic ideas can make even the most complicated tasks easier.

Hot trends in this business come and go quickly, but what always manages to keep its heat is both creativity and innovation. Planners must stay abreast of these trends, or be ready to produce the next "latest and greatest" thing.

When it comes to making a big impression, the brains behind every buzz is fresh thinking. To produce solutions which highlight professional expertise, here are a few of our favorite things:

- **Swing**—Dated back in time to the 40s era, but with a 90s twist, this theme includes Swing dancing, jive'n music and hip lighting.
- **Millennium or anything 2000**—Companies trying to bridge the gap between the 20th and 21st centuries can dance the night away to new age music, high-tech special effects and futuristic lighting.
- **Simple Elegance**—Glamour and sophistication are key to this formal and timeless gala, calling for black ties, ball gowns and glitz.

The trend and the challenge alike, is to come up with and integrate theme ideas which will

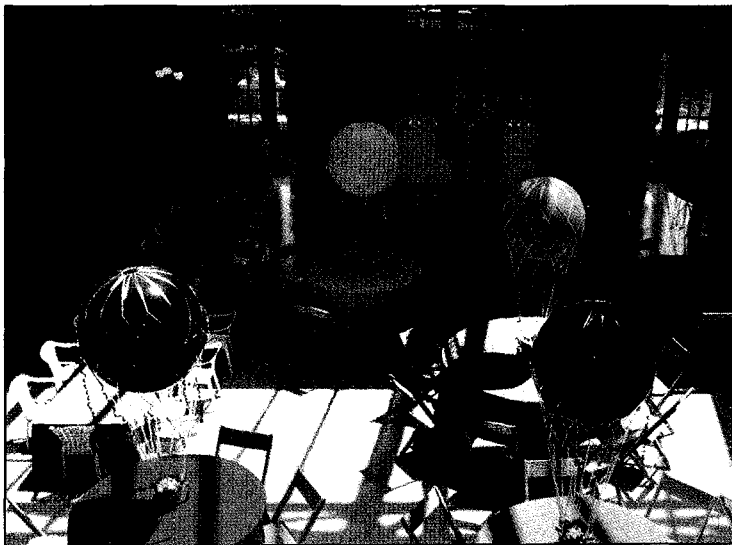
**The Internet
Is Quickly
Becoming THE
WAY To Do
Business**

serve as a vehicle to get the intended message to its audience. Keeping a gala event simple will highlight its elegance, as shown in photo 1.

Photo 2 shows how taking a holiday event into a hot new venue livens it up. Focusing on fun for a family outing can be done through an environment filled with bright colors and activities for all age levels, pictured in photo 3. Photo 4 illustrates how incorporating a fresh "swing" into a business setting can update an information-heavy meeting. When all else fails, consult an expert!

Outsourcing is Smart Sourcing—For a meeting or event planning professional, outsourcing to a special event planning company is not necessarily redundant. It can alleviate many of the burdens associated with planning and ensure success. In addition to clearing some time in an otherwise hectic schedule, and offering fresh perspective and creative direction, an outside company can promote communication by establishing and meeting guidelines. These experts offer value-added services and a more cohesive, overall approach to the planning process and on-site execution. And, by taking advantage of pooled resources, supreme purchasing power, combined years of experience and industry expertise (which may span a wider scope than what is offered internally), planners often find their out-of-house counterparts make them look good! Other considerations such as

Photo 3



Bright, fun and exciting company picnic for 750 attendees at Cafe Brauer, Lincoln Park Zoo, Chicago, IL.

options for financing and special venue choices as well as quality control are good reasons to look at outsourcing as a wise investment.

Where

Where are companies having events?

Choosing the right venue can be an expressive style in its own right. An "off-base" or unusual venue can change or even improve the whole face of an event. After considering the basic criteria like number of guests, room size, etc., your choices for venue are wide open! Changing an annual meeting location every year helps to keep things new and exciting for the attendees. Taking advantage of a city's cultural and historical attractions can also lead to conceptual ideas and themes, as well as lend itself to facilitating group tours and activities. Innovative meetings take place at the latest "hot spots" and include the most unusual venues. Other considerations may be:

- Museums
- Art Galleries
- Private Clubs
- Historical Societies
- Zoos, Parks, etc.

What If

Don't be a Party Pooper!—More important than staying informed about current trends and ideas is being aware and informed about your liability. Planners are rarely called upon to give serious consideration to insurance. The task often falls into risk management or a designated insurance agent. It is important for a planner to understand how much and what kind of coverage they (and their respective suppliers) have. Consider some basic types of insurance, for example:

"General Liability" insurance is sometimes called commercial general liability insurance, and covers third-party injuries to property damage. This is a bare minimum. Be sure to include your company as "Additional Insured" to cover regular activities on or off your premises. Most importantly, be sure to cover potential "liquor liability claims." Consult your legal department on these issues.

The bottom line: It may be a hassle, but you must know your insurance policies, or which

ones you'll need in order to protect your company from potential dangers. If you're unfamiliar with your options, call your insurance company or a trusted acquaintance who can help you make sense of it all.

Awareness—Planning professionals always develop contingency plans for every potential program-related disaster. There are other necessary (and often overlooked) disasters to plan for such as fire, tornado, earthquake, heart attack or even accidental death. What is the planner's role in such a case? While many emergencies reach beyond the scope of the planner—chances are you'll never have to face a disaster more serious than a missing package or late entertainment—it is safest to be prepared with the basics.

1. Review your insurance.
2. Know your venue, room set-up, exits, etc.
3. Communicate special circumstances to all staff and suppliers.
4. Learn basic First Aid procedures.

Conclusion

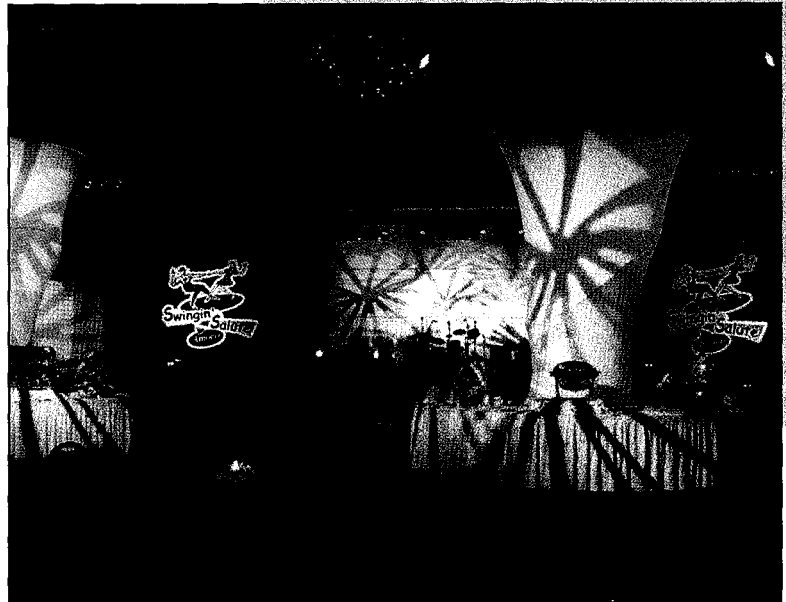
Let's review. You already have the key elements for planning a successful event. You know the scope, size, program dynamics and attendance, how to book the space and organize group activities. You have done your homework, checked out the latest and greatest ideas, selected your production partners and reviewed your liability and insurance options. You are a smart, savvy, informed, researched and business-minded, solution-finding special event and meeting facilitator. Now, Go Get 'Em!



Anne Weissman, national sales and marketing manager, G/M! Productions, Inc., Chicago, IL, works with Fortune 500 clientele to incorporate special events into a complete marketing strategy. With her background in corporate communications,

Weissman speaks on a number of topics ranging from sales presentations and industry trends to integrating technology into proposals. Weissman can be reached at (312) 397-9100 ext. 228,

Photo 4



"Swingin' Salute" A multi-city road tour produced to salute Amoco, members of the ITSS division, and the end of an era.

anne@gmproductions.com or <http://www.gmproductions.com>.



Marcy Manley is executive producer, sales and marketing, G/M! Productions, Inc. For over 10 years, Manley has produced over 250 various events and media projects, ranging from multi-city road tours and trade shows to high level corporate

meetings, precisely targeted videos and interactive multimedia. Contact Manley at (312) 397-9100 ext. 224 or marcy@gmproductions.com.

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Cary, NC

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Jack Poll, manager, recreation and fitness

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Pleasant Hill, CA

"Team Bank of America"

Nancy Walter, CESRA, vice president

Innovative Program Award

Frito-Lay Inc.

Plano, TX

"Extend The Helping Spirit—United Way Campaign"

John Rath, CESRA, manager, employees' association

Hyatt Orlando

Kissimmee, FL

"The Works Academy"

Claridia Moro, employee relations manager

U.S. Department of Agriculture

Washington, DC

"ESRA Website"

Roger Lancaster, CESRA,
general manager, ESRA

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Honeywell BCAS

Glendale, AZ

"Honeywell BRAC Store"

Cheryl Kappes, customer program manager

Leonard R. Brice

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NESRA of San Antonio

San Antonio, TX

Denise Staudt, CESRA, president

NESRA of Central Florida

Orlando, FL

David Bell, president

Minnesota Employee Recreation & Services Council (MERSC)

Minneapolis, MN

Dee LeMieux, CESRA, president

PEERS of NESRA

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Karen Huber, RVESRA, president

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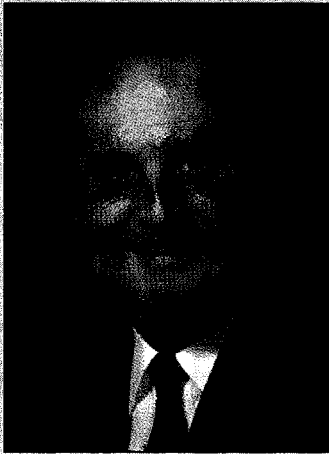
Chapter Merit Award

Associated Industrial Recreation Council (AIRC)

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Kim Crookston, CESRA, president

THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION
PROUDLY PRESENTS AN INTERVIEW WITH
NESRA's 1999 EMPLOYER OF THE YEAR



ART RYAN
**PRUDENTIAL'S CHAIRMAN
& CHIEF EXECUTIVE OFFICER**

**"As Early As
1911,
Prudential
Had An
Employee
Association
In Its
Headquarters
Office"**

***ESM:** Give us a brief overview of Prudential and its Prudential Employee Recreation Association.*

Ryan: Prudential is a global financial services company with headquarters in Newark, NJ and more than 70,000 employees serving millions of people. Our vision is to be a global leader among financial services companies in delivering insurance and investments to individuals and institutions. We strive to provide customers with the advice, information and products and delivery systems they seek, and support them with excellent service.

Prudential has always focused on its employees and the contributions they make to the company's success. As early as 1911, Prudential had an employee association in its headquarters office. The Prudential Employee Recreation Association, or PERA, is run by more than 100 employee volunteers in our major offices. PERA sponsors a variety of programs including family vacations, company outings and weekend get-aways; retail and entertainment discounts; and sports and special events planning. PERA volunteers collaborate with our community services units and sponsor activities with our health and wellness program. Our managers use PERA resources to help them plan initiatives in their departments. Company funding to subsidize

PERA averages about \$11 per employee.

PERA continues to evolve. Just over a year ago, we consolidated about 20 local recreation associations into one to improve communications and build consistency and uniformity in practice. We now provide PERA leaders with educational opportunities in employee services. We still have work to do to leverage this new structure, but we're well on our way.

***ESM:** To what do you attribute the overall success of your employee activities?*

Ryan: First, it's the efforts of PERA volunteers. These volunteers spend their spare time planning activities that benefit other employees and their friends and families. Without their commitment, PERA could not be successful. Another key attribute is line-management and human resources support and leadership. Variety and freshness in programming is also important, as is convenience. Our PERA offices are on-site and open during lunch.

***ESM:** What makes Prudential a great place to work?*

Ryan: This is a dynamic period for Prudential. The financial services industry has never changed so rapidly, and Prudential is undergoing

a major transformation. This means there are tremendous opportunities for our employees. Our 'Vision for People' is based on unleashing individual potential to succeed personally and professionally. We strive to understand the needs of our employees and then design supports and services to best meet these needs. And, we invest heavily in our people. Through an initiative called One Prudential Exchange, every Prudential employee is developing a deeper understanding of the impact they have on our customers and the business. It's this sort of engagement that makes Prudential a great place to work.

ESM: *How does offering employee services enhance the image of your company in the eyes of employees, the community and potential employees?*

Ryan: People want to work for a company that respects and values the contributions of its employees. Employee services is one of many programs that helps position Prudential as a progressive company: a company that cares about its employees; a place where you can thrive and feel appreciated, and a company that contributes to the communities where its employees work and live.

ESM: *How does PERA help employees balance their work and personal lives? How does it contribute to addressing work/life issues?*

Ryan: I believe it is important that people have leisure time to relax, enjoy their families and friends and return to work renewed. PERA offers our employees numerous leisure opportunities at a discount and makes participating convenient. PERA programs represent only one component of our many programs that support work/life balance issues.

ESM: *What trends do you see in employee offerings?*

Ryan: As we explore the options of becoming a public company and focus on expand-

ing our presence globally, Prudential employees will continue to face new and exciting challenges. We need to remember the importance of balancing the growing expectations we have of our employees with the recognition that our people are our most important asset. Our employee programs help us maintain that balance. I think we'll see a continued focus on community volunteer activities the whole family can participate in. Having employee programs available on-line is a growing trend, enabling employees to get information about PERA activities quickly. We're also expanding services that help employees take care of personal business and come to work focused. This includes providing access to take-home meals and sponsoring emergency back-up childcare. People want choice and flexibility in the workplace and in employee services.

ESM: *How does the Prudential Employee Recreation Association help Prudential achieve its goals? How would you describe your general management philosophy and how does your support of the Prudential Employee Recreation Association complement this philosophy?*

Ryan: I believe there is a strong connection among employee satisfaction, customer satisfaction, and strong business results. If your employees are committed, they'll be more productive, creative and better able to serve customers. If your customers are satisfied, the business grows.

Employee Services Is One Of Many Programs That Helps Position Prudential As A Progressive Company..."



Prudential's Chairman and CEO Art Ryan and Michelle Darling, executive V.P. of human resources (right), accept the plaque designating Prudential as one of Working Mother magazine's 100 Best Companies for working mothers.

**"I Believe
There Is A
Strong
Connection
Among
Employee
Satisfaction,
Customer
Satisfaction,
And Strong
Business
Results"**

When your business grows, your employees contribute to and share in the success. If the first link is weak, the others suffer. Everything we do at Prudential supports one or more of these links. PERA helps us improve what I think to be the fundamental component—employee satisfaction. PERA boosts employee morale. It helps build relationships that may not have otherwise occurred in the normal course of business, and helps our people grow and develop personally and professionally.

ESM: Are there any programs in which you participate? What do you enjoy most about the program?

Ryan: My wife and I enjoy participating in Prudential's Global Volunteer Day. It's fun to meet Prudential people, and it's always gratifying to help others. In addition, I have the opportunity annually to present high school children from all over the U.S. with our acclaimed "Spirit of Community" awards. These awards are given to children who develop community service programs that have a significant, positive impact. Seeing young people commit themselves in this way is especially fulfilling. Another event I enjoyed was participating at the Work/Family Congress last September. Being among the leaders in business who focus significant attention in this area gave me a great sense of pride.

ESM: How important do you think it is to balance work and personal life? How can an organization benefit from encouraging employees to successfully balance their responsibilities?

Ryan: There's been a sweeping demographic shift in the U.S. workforce. Workers are seeking a greater level of work/life balance and are willing to make trade-offs to have more personal time. We have offered enhanced work/life services to attract, retain and maximize employee contributions. Prudential has conducted internal research to validate that there is a high return on investment for our efforts to better meet employee's work/life needs. For instance, employees who are more satisfied with their work/life balance have lower absence rates. And 92 percent of employees surveyed said that it was critical to them to have the flexibility to meet work responsibilities as well as personal responsibilities.

ESM: In your opinion, what is top management's role in activity support?

Ryan: I believe that our senior managers have a responsibility to support employee activities. They have to provide an environment where our employees can contribute, learn and excel. For example, if an employee requests a flexible work arrangement and business requirements can still be met, then managers should be supportive. If PERA is running a ski trip and a manager likes to ski, why not sign up and ask the staff to join in? What a great way to build relationships.

ESM: What are the benefits of offering an employee services program to the company? What are the benefits to the employees?

Ryan: I look at it this way. There is a lot of talent out there, and many employers, including Prudential, are competing for that talent. There's not a business in the world that doesn't depend on its people. But in our business, people are our product. Our customers choose us because of the people they buy from and the trust they place in us. When I get letters of satisfaction, they don't say, "I love your annuity." They say, "I like the service I get from Jane or Jim." So you see, having the best people ties right into the bottom line.

Employees benefit from having the opportunity to participate in fun activities, team sports, and other activities that help build relationships beyond those they can build during the business day. They also benefit from programs that help them stay healthy and provide guidance and advice in all areas of work/life issues, from day-care to eldercare to estate planning. Employees can volunteer in their communities and take advantage of savings with major product and service providers. They have opportunities to work with their managers to develop flexible work arrangements that meet both business and the employees' needs. All of these programs and others work in concert to help us entice people to come to Prudential and keep them producing excellent results for our customers.

ESM: How has your program grown in the past three years?

Ryan: As part of our consolidation, the PERA local office presidents met one another for the first time last year. They shared hundreds of program ideas and talked about common issues and concerns. They shared success stories and situations that didn't go as well as expected. Many local PERA offices expanded on those ideas and



Prudential's Chairman and CEO Art Ryan joins Prudential employees in painting and mingling during Global Volunteer Day.



learning experiences at NESRA's 57th Annual Conference and Exhibit. From that perspective they're growing. Plans are taking shape for an intranet site for PERA to help boost program offerings.

ESM: *How do you relieve stress and balance your work and personal life?*

Ryan: I relieve stress and balance work and life by involving my family in all aspects of my life. My wife is very dedicated to the company. She is extremely well-received and welcomed, and she loves it. She's currently working on our Heritage Project, which includes collecting the history of Prudential and gathering stories about Prudential people for our 125th anniversary in the year 2000. In a sense, we both balance our lives by working with and understanding the company and having an opportunity to talk about it.

Second, we try to get away twice a year with our family. We play golf and enjoy doing that together. Lastly, I try to do weekend work early in the morning on Saturday and Sunday so that we don't interrupt family plans.

ESM: *What do you expect from those who run your employee services?*

Ryan: We expect our PERA volunteers to stay in touch with employees and offer them choices and flexible programs. We expect them to conduct PERA business in an ethical fashion within the guidelines established. We expect them to

know the value of employee services and to work with their "employee" customers in the same way we expect our employees to treat Prudential's customers. We also expect them to keep their managers informed about their PERA volunteer work. It's up to them to educate management on the value of their programs and to remind them continually that PERA can help them in their jobs as managers. These volunteers are people who want to make a difference in their work place. If not for their efforts, our employees would not have the full array of benefits available to them that premier employers offer.

ESM: *What role will these programs have in the future?*

Ryan: There's only an upside here. If companies do not have a full complement of work/life programs, they will begin to hear some "thanks, but no thanks" reactions from candidates, regardless of the salary they offer. I see employee services programs as increasing in importance because they support work/life needs from many angles. In fact, they can be a differentiator in the war for talent. Is there a place in the future for employee services? Absolutely.

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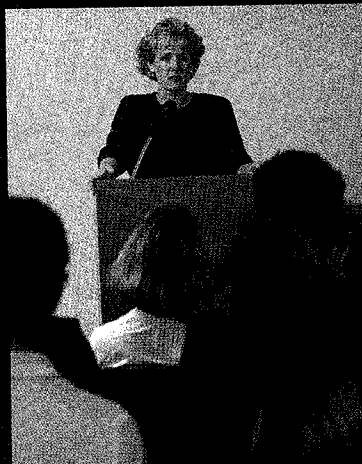
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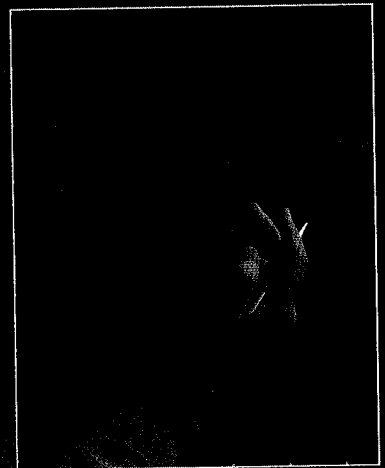
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Issues



Answers



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Work/Life - What is it? How did it start? Bonnie Michaels, president of Managing Work & Family, Inc., will provide an overview of the economic, demographic and social developments that led to the current work/life strategies that many organizations have adopted.

WORK/LIFE AND THE CORPORATE CULTURE

Why do you want to be on the 100 Best List? Dennis Kessler, president of Kessler Management Consulting, LLC and former co-president of Fel-Pro, Inc., will tell you why his former company implemented work/life programs. Discover the bottom-line impact such programs as on-site day care, summer day camp, wellness centers and in-home one-on-one tutoring can have on your company.

BUILDING A BUSINESS CASE

Good intentions are not enough when it comes to implementing work/life initiatives. You must have a plan that is realistic with obtainable goals. The Work/Life In Motion Team will tell you what works in companies and what pitfalls to avoid. Learn upper management's perspective on what is expected from a top notch presentation. Learn how to develop a business plan that will give you the ammunition you need to convince upper management of the value of a work/life program.

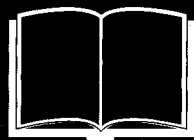
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- 8:30 a.m. - 9:15 a.m. Welcome and Orientation
- 9:15 a.m. - 10:00 a.m. The Evolution of Work/Life
- 10:00 a.m. - 10:30 a.m. Establishing Goals
- 10:30 a.m. - 10:45 a.m. Break
- 10:45 a.m. - 11:45 a.m. Work/Life Programs and the Corporate Culture
- 11:45 a.m. - 12:30 p.m. Lunch Served
- 12:45 a.m. - 1:45 p.m. Building a Business Case
- 1:45 p.m. - 3:30 p.m. Interactive Solutions
- 3:30 p.m. - 3:45 p.m. Break
- 3:45 p.m. - 4:30 p.m. Work/Life in Motion
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Stay from 4:30 p.m. - 6:00 p.m. for a Rush Hour Reception

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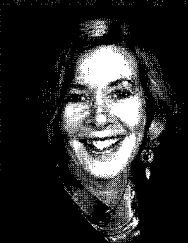


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Dennis Keasler, President, Work/Life Institute

He will discuss the importance of Work/Life initiatives in the workplace, the role of the employer, and the role of the employee. He will also discuss the importance of Work/Life initiatives in the workplace, the role of the employer, and the role of the employee.



Mary Jo Winters, Director, Work/Life Institute

She will discuss the importance of Work/Life initiatives in the workplace, the role of the employer, and the role of the employee. She will also discuss the importance of Work/Life initiatives in the workplace, the role of the employer, and the role of the employee.



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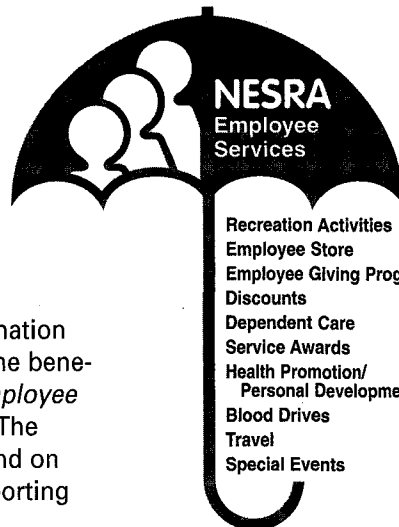
Michael P. Smith, President, Work/Life Institute

He will discuss the importance of Work/Life initiatives in the workplace, the role of the employer, and the role of the employee. He will also discuss the importance of Work/Life initiatives in the workplace, the role of the employer, and the role of the employee.

NESRA

Since 1941, the National Employee Services and Recreation Association (NESRA), a nonprofit organization, continues to serve as a communication and resource center for employee services providers within companies in the U.S. Through NESRA's Annual Conference and Exhibit, educational materials and a network of 3,000 employee services providers and 200 suppliers, we call Associate Members, NESRA provides resources for members to implement effective employee programs such as those shown in the Employee Services Umbrella.

Dedicated to enhancing employee quality of life, NESRA actively generates information on trends in employee services and work/life issues. It distributes information on the benefits of helping employees balance work and personal life through its magazine, *Employee Services Management* and through over 40 local NESRA Chapters across the U.S. The association has served as a source on several counts to *The Wall Street Journal*, and on other occasions, to the AP newswire, *Chicago Tribune* and various news media reporting on trends in recruiting practices and on-site convenient services.



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FROM THE GROUND UP: IMPLEMENTING AN EMPLOYEE SERVICES PROGRAM

By Susan A. Kerwin

**Positive,
Productive
and Happy
People Help
Companies
Exceed The
Firm's
Expectations**

You've heard and read about successful employee services programs offered to employees at other companies. And, recently, you've been wondering, "How do I implement a full-fledged employee services program for my employees?" Not too long ago, I was asking NESRA members these questions: How do I get started? How can I learn from the paths other employees have paved when selling a new program to upper management? Here's my story and some guidelines to help you organize your ideas and develop a plan to present to management.

In January 1998, I set out to develop and implement a value-added employee services program for Strong Capital Management, Inc., Menomonee Falls, WI. Even though Strong was a great employer, I knew that it needed to evolve into a competitive player in the employee services market for the new millennium.

Strong already had a comprehensive benefits program with employee incentives in place. What it didn't have was an employee services program. After all of the research of attending NESRA conferences, networking with employee services coordinators at other companies, reviewing and dissecting successful programs, and asking a lot of questions, I was ready to submit a proposal to our human resources director. I

was going out on a limb, but I believed in the proposal and the program, and I had seen it work elsewhere.

I named my proposal Strong Red Carpet Services, which outlines the components needed to build an employee services program that will fit our company's culture. Because Strong calls employees "associates," our employee services program is called Associate Services.

The Approach

If you want to create an employee services program at your firm, the first thing you need to have is a passion for people, your company, and a love for what you do. A program's success hinges on a driven coordinator with a lot of enthusiasm, a little bit of creativity, and the ability to look at the "big picture."

The Buy In

Review your idea or proposal with your company's middle managers. Most managers realize that happy employees are productive employees. And, employees are productive when they feel confident that all aspects of their lives are in balance. Positive, productive and happy people help companies exceed the firm's expectations.



"Let's Roll Out The Red Carpet For Our Associates"

"Strong" Red Carpet Services Area

Vision/Strategy Plan

- Step 1. Establish program's value, costs and benefits.
- Step 2. What department will house the area?
- Step 3. Name a manager for the area.
- Step 4. Choose an associate to coordinate the area.
- Step 5. Name the program. Establish timeline.
- Step 6. Send out benefits of choice survey to associates.
- Step 7. Designate a group to decide on product and programs offered.
- Step 9. Meet with Information Systems department and discuss issues (record-keeping/tracking).
- Step 10. After programs are selected:
 - a. Align resources.
 - b. Create networks with other NESRA companies.
 - c. Research options/products, services, discounts.
- Step 11. Create an in-house brochure.
- Step 12. Communicate to associates.
- Step 13. READY! SET! GO!
- Step 14. Say a prayer!
- Step 15. Six-month review/assessment.

NESRA

Utilize the National Employee Services and Recreation Association (NESRA) as a resource tool. They are your lifeline:

- Research other companies that run employee services programs.
- Network with peer employee services coordinators.
- Write case studies on the successes and failures of other programs. Ask an experienced employee services coordinator to help you write your case studies and proposal.

Your Company

Know your company's goals and strategic plan. To get approval, management must perceive your program to be of significant value to employees and the firm as a whole. Then, it must be successful once it's

The Mission

Employee services programs are about:

- People helping people
- Family
- Making life easier
- Teamwork
- Providing programs and services to help balance it all

The First Steps

Run one or two small pilot programs to test the response. For instance, provide a postal service and sell postage stamps. Sell them by the book or individually, but keep in mind what you have available in staff resources and whether or not this staff person can handle a popular program with continuous interruptions. Also, note that selling individual stamps requires a lot of loose change.



Sense/Value/Benefits

Makes Sense, Adds Value to the Firm & Associates & Adds Benefits

- Low Cost
- Maintains Industry Trends
- Adds Convenience for Our Associates
- Makes Associates Feel Valued
- Adds Value to be Employed at Strong
- Addresses the Future Trend, "Employee Services 2000"
- Attracts Key Talent
- Addresses Work/Life Issues
- Enables Associates to Spend Work Time More Efficiently
- Aligns Strategically with Firm Culture
- Aligns with Strong's Business Strategies
- Aligns with HR Initiatives
- Adds Values: Profitability, Recruitment, Positioning
- Increases Morale and Productivity
- Relieves Associates Non-Work Related Stress



STRONG RED CARPET SERVICES

RESOURCES

- UPS
- Stamps
- Strong Wearables
- Daycare Network Database
- ATM (e)

EVENTS

- Internal/External Event Planning Assistance (e)
- Strong Vendor Resource Guide (e)
- Optional Event Coordination (e)
- Actively Participate on Special Events Committee (e)

DISCOUNTS

- Communicate and update associates on all products and services available to them through NESRA
- Intranet - "For Sale"

CONCIERGE

- On-Site Oil Change Service
- DMV-Services
- On-Site Car Washes
- Dry-Cleaning Services (e)
- Take Home Meals

AWARD PROGRAMS

- Years of service (e)
- Outstanding Citizen (e)
- Scholarship
- Matching Gifts

RECOGNITION

- Associate Birthday/Anniversary Program
- More to be announced

PERSONAL SERVICES

- Associate Daycare Network Database
- Baby Beeper
- Birth Gifts
- Computer Reimbursement

Entertainment

- Discounted Event Tickets for firm and associate use.
- Community Event Calendar

TRAVEL ASSISTANCE

- To be announced

in place. The program must save time and money for your company first and then for employees. Brainstorm with your contacts and with a few of your company's managers. Ask your peers for feedback on your ideas.

Start with a basic program such as "new baby" gifts, where the company distributes gifts to employees expecting babies. Choose gifts other than the traditional flowers, plants or balloons. You can spend the same amount of money on more useful and personal gifts, such as car seats or logo baby T-shirts. Talk to your local suppliers and negotiate.

When planning such programs, be sure to build a timeframe for each facet of the program. Set a goal of when you would like the program implemented and work from there. Decide how long it will take to research costs, write your proposal, present it to management and have it approved. Once it is approved, allow time to purchase the gifts and acquire them. For the sake of record keeping and organization, be sure to set an inception date. This will protect you from having to distribute gifts to employees who gave birth before your program existed.

Writing Your Proposal

Your proposal should include:

- A creative but appropriate name for your program.
- A mission statement and/or strategic vision.
- A customer list. Make a list of employees fitting the demographics of the employees you expect to use your program or service.
- A start-up budget and a budget for the entire program. Be sure to include, as support for the program, those line items that will generate a payback or a profit.
- An analysis on Dollars vs. Sense. In other words, would it make sense for the company to spend money on your program? Where applicable, consider comparing your program's savings to an hourly wage. For example, let's say you are proposing that your company offer onsite oil changes to employees. Your research may show that each month 100 employees leave work one hour early or come to work one hour late to get their car's oil changed. Then, you could estimate that each employee's salary is around \$15 per hour.

From this small amount of research, you have just proved that each month \$1,500 of unproductive work time is spent getting oil changes. Now you can ask management if it would be more productive each month for employees to get their car's oil changed on their lunch breaks, onsite.

- A timeline.
- A promotion plan.

Selling Your Program to Upper Management

Follow a few guidelines when selling your program concept to upper management:

- Schedule a meeting. Give him/her your materials in advance of the meeting so they can focus on you and what you're saying at your meeting.
- Be prepared. Know what lights up your manager's eyes and what topics to avoid.
- Speak from the heart, he or she will listen. You must have passion and conviction.
- Dive In. Don't be afraid to fail. Get to the point quickly.
- Know your company—its culture, its mission, the value it places on its other programs.
- Be prepared for some program ideas to be

denied, tabled or put on hold.

- Anticipate what questions your manager might ask and be prepared to answer them. If you don't know the answer, offer to get back to him or her with the correct answer rather than taking a guess.
- Most importantly, listen. Encourage and be open to new perspectives on your ideas. Remember, this isn't about you. It's about all the employees at your company.

Promoting The Program

Part of your job is to be an advocate for your program—to encourage employees to jump in and give it a try.

Use e-mail, posters and your company's intranet to advertise. Be positive and personal by letting employees know something about the vendors providing their services. And finally, ask for feedback and suggestions to make sure the program addresses employees' needs.

Conclusion

Associate Services at Strong is only a few months old, but it has been successful for us, and you too can be successful by considering the steps outlined in this article.

Susan Kerwin is Associate Services coordinator, Strong Capital Management, Inc., Menomonee Falls, WI. She is also the delegate organizational director for the Wisconsin NESRA chapter in Milwaukee. Contact Kerwin at (414) 359-3839 or e-mail her at skerwin@strong-funds.com.

STRONG EMPLOYEE QUOTES

Jeff Kubik, director of human resources: *"By providing these services, we assure our associates [a better] quality of life, and our firm's culture receives significant attention. Our senior management views both of these issues as important components of achieving business success."*

Sandy Ward, retirement plan services associate: *"I think these are wonderful and valuable programs that you are organizing for all of our associates to make life easier."*

Alan Krenke, director of corporate services: *"Over the past three months that the employee services program has been in place, I have received more positive feedback from associates and senior managers regarding this program than for any other program in the previous 10 years. It is truly amazing! Associates are excited that our firm offers services that help them save time and money, allowing them to spend more time focusing on work and their families. I'm also hearing positive comments from people within the community who have heard of our wonderful program. Talk about positive PR!"*

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The Spirituality of Balance in the Workplace

By Michael Scott

You've just reviewed the results of a work/life survey that you recently conducted at your workplace. At first glance, the outcomes appear consistent with what you had anticipated (i.e. issues like flexible work hours and childcare were at the top of the list). A more in-depth look at the results, however, revealed a somewhat unexpected finding...that your employees have a high desire for a workplace environment that allows them to more effectively mesh their work and spiritual lives.

Spirituality in the workplace is rapidly becoming one of the most significant work/life movements impacting businesses. What is emerging from this is a new attitude towards the workplace—one where employees are empowered to fulfill their deeper purpose and values—a place where they can bring their whole selves to work.

It is my prediction that as an employee services professional, you will increasingly be called upon to explore the role that spirituality plays in your overall work/life strategy. Senior management will want to know the answers to key questions such as, "How should the issue of spirituality be addressed in our workplace?" "To what extent do religious values fit in with our culture?" "Will there be a backlash or acceptance of the concept of workplace spirituality?" One piece of good news on this topic was reported last year in the *New York Times*. This front-page article indicated that barriers between work and spirituality are crumbling. The article went on to mention that there is a growing acceptance of

religious activities on the job: Koran study at Boeing, Torah classes at Microsoft and Islamic study at Intel to name a few examples. Another significant piece of research examined the impact of spirituality on one's quality of life. In a recent *USA Today* pole, spirituality was sighted as the second most important factor in personal happiness (after health) by the majority of those surveyed, with 47 percent saying it was the most important element of their happiness.

Looking for some guidance as to how to address this issue at your workplace? Here are a few brief suggestions to consider.

- 1. Establish an Advisory Group**—This group would be charged with providing feedback on the viability of incorporating spirituality as a work/life strategy. Representation from various religions and faiths would make this a group of significant value to your efforts.
- 2. Consider Offering Study Groups and Lunch Sessions**—These gatherings provide an environment where employees can talk about the impact of religion in their quest to achieve greater balance between work and life. Wheat International Communications, Reston, VA, for example, has regular spiritual study groups at the noon hour that they affectionately refer to as "Higher Power" lunches.
- 3. Invest in Employee Activities that have Workplace Spirituality in Mind**—Follow the lead of Phelps Dodge, an AZ-based copper min-



Michael P. Scott is a regular columnist for Employee Services Management and has been a frequent speaker at NESRA's Annual Conference & Exhibit, as well as for various chapters nationally. He is the author of the recently released book, Catch Your Balance and Run: Proven Life Management Strategies To Assist You In Today's Fast Paced World (\$14.95 / (800) 804-0709). Contact Michael regarding articles that would be useful in addressing your most pertinent work/life issues at EUpower2u@aol.com.

ing company who presented speakers to teach yoga, or of Hewlett Packard or Xerox who offer meditation classes to reduce stress.

Since spirituality and religion are often sensitive issues, employee services providers must be sure their programming is impartial to all denominations. "As with other personal matters that employee services providers deal with, a delicate balance must be maintained to meet employees' diverse needs," says Patrick Stinson, executive director, National Employee Services

and Recreation Association. As a result, corporations offer their employees the option of floating holidays, where employees are allowed a few vacation days each year to celebrate their faith.

Although spirituality is a sensitive issue in many workplace environments, it is, however, growing in importance as a work/life issue. You play a crucial role in employee services in assessing these issues, making recommendations and initiating programs to address the growing spiritual needs of your employees.



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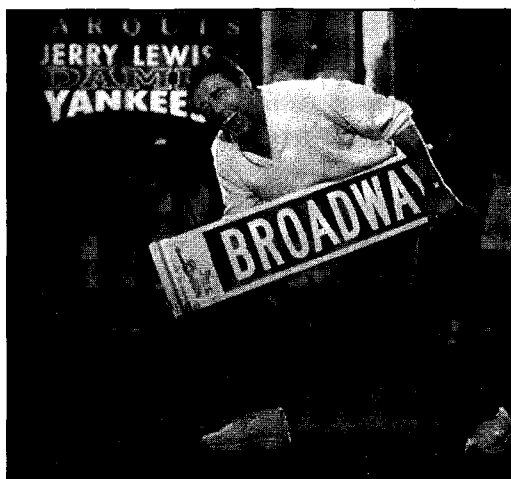
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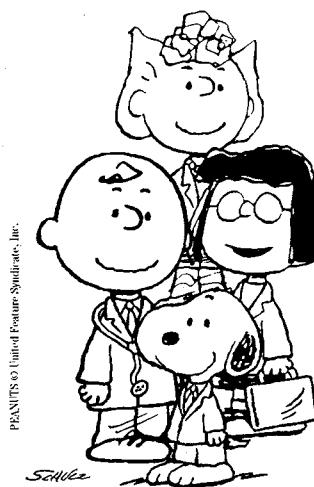
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How To Keep Your Service Edge

By Eileen O. Brownell

"THE SECRET OF SUCCESS IS SEEING YOUR WORK PRIMARILY AS A SERVICE TO OTHERS, AND NOT AS A MEANS OF PERSONAL GAIN."—J. DONALD WALTERS

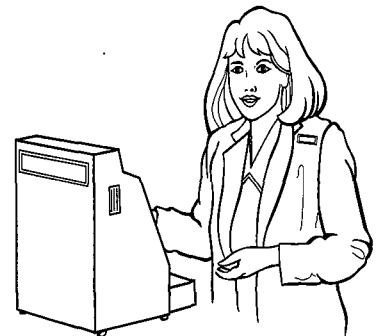
Recent studies indicate people want quality customer service. They also want to pay less for the services and products they receive. Business establishments, in an attempt to meet the financial needs of their customers, have lowered prices, cut staff, reduced training and focused on providing lower prices. Unfortunately, it is usually prompt and attentive customer service that suffers. Positive customer service will keep most people returning to a business more often than lower prices. Most people are willing to pay a little more if they receive quality service, find the establishment clean and inviting and have a positive shopping experience.

Over the last 15 years numerous articles and books have been written regarding customer service. Even with all the "how to" books and programs available, service today is not much better than it was in the mid-80s. It is on a downturn. If your goal is to keep your customers coming back again and again for your products and services, it is important that your organization maintain the basics of customer service. After all, customers are the lifeblood of any business. To successfully regain or maintain your customer service edge, consider taking the following steps.

- ◆ **Hire friendly staff.** Lands End, one of the most popular clothing catalogue stores, believes you can train employees for almost any given task. Staff cannot, however, be trained to be friendly. If you start with friendly staff, you have a greater chance of providing an enjoyable atmosphere for your customers.
- ◆ **Train, train and train again.** Communicate your customer service expectations.

During regular training programs, show staff how to work with customers, solve problems and provide a positive environment. Training does not have to be a full day away from the business. Focus on a skill for 10-15 minutes every week during staff meetings. Create video or interactive computer training programs that require 10-30 minutes on a weekly basis. A recent study indicated for every dollar an organization spends on customer service training, they received \$2.27 back in sales. Not a bad return on the initial investment.

- ◆ **Reinforce positive behavior.** Someone recently asked how to get staff to use the new skills they had learned for more than a couple of weeks. New work habits are more likely to stay when management reinforces the use of the new skills through recognition. This can be done with a simple "great job" or "I liked the way you worked with that client" when you observe new and proper staff behavior. Recognize the employee at a staff meeting for using the new behavior. Create an incentive program.
- ◆ **Empower staff.** A major hotel chain empowers every employee including maids, bellmen and janitors to spend up to \$2,000 to resolve a customer's problem on the spot. Staff feels confident in the decisions they make. They know management supports their actions and decisions.




**Customers
Are A
Business's
Lifeblood.
Without
Them, A
Company
Will Die.**

Customers know their issues are resolved immediately without the need to repeat their problem numerous times up the chain of command. Empower staff to resolve challenges on the spot. Customers will return knowing you genuinely care about their happiness.

- ◆ **Walk your talk.** Management must set the example for staff. How management treats staff, their internal customer, is how staff will respond to the external customers. A management team, responsive to staff issues, concerns and needs, sets an example. Management must give more than lip service to the need for positive customer service. They must walk the talk.
- ◆ **Involve staff in the decision-making process.** The front line staff interacts with the customers more than anyone else in the organization. Make staff input part of the decision process if policies, rules or procedures are changed. Front-line staff must implement the changes and use the policies daily with the customers. Make the process as easy on them as possible and workable for the customers.
- ◆ **Take action immediately.** If you see a problem, do not wait to solve it. If a customer complains, do not pass the responsibility on to someone else to resolve the issue. Avoid blaming another staff member, computers or technology for the problem. Apologize that the problem occurred and take immediate steps to correct the issue.
- ◆ **Present a positive image.** As a customer, how many times have you passed up the grocery basket with trash, the store covered in graffiti, the shop that offends your sense of smell, or the poorly lit parking lot at night? All of these are indicators that the business cannot take care of itself so how could it possibly take care of you, the customer. A positive, clean business image physically indicates to the customer that you care about them and can resolve any issue that may arise.
- ◆ **Be interested in your customers.** Get to know your customers personally. Know their shopping preferences. Find out their hobbies, interests and habits. Call them when you are running a special on a product they or their company use regularly. Send

the customer a birthday card. The more interest you have in the customer, the more likely they are to be impressed by your genuine concern and selflessness.

- ◆ **Deliver more than you promise.** It states that keeping them as customers is more important than making a dollar. Do not, however, make a promise you cannot keep. If the service department is running late, tell them you will have the repair completed in five hours. They will be impressed when it is done in three. When you give more, the customer will give more in terms of positive referrals, increased orders and future business.
- ◆ **Ask for the customers' opinion.** Every industry has its own method of obtaining feedback. There are telephone surveys, questionnaires, in-business surveys and comment cards. Ask direct questions. Would you recommend our product to a friend? How can we improve our service? Surveys elicit valuable customer feedback. Constant feedback allows a business to react quickly to customer expectations, trend changes and what the customer values most.

Whether your business is big or small, you cannot afford to lose your customer service edge. Simple steps like getting to know your customer, providing more than you promised, keeping a clean facility or conducting a survey can mean the difference between success and failure. Customers are a business's lifeblood. Without them, a company will die. 

Eileen O. Brownell is president of Training Solutions, Chico, CA. For over 25 years, Brownell continues to be noted as the 'high-energy' speaker and trainer who captivates her audiences and makes learning a lasting experience. Her expertise is in the areas of customer service, conflict resolution, communication, and team development. She is licensed to use Carlson Learning Products that enhance the learning process. Cable television stations have shown Brownell's educational programs. Her philosophy is "We cannot choose the challenges that confront us. Nevertheless, we can pick our attitude and how we react." Call Brownell at (888) 324-6100 (e-mail Trainstars@aol.com) for more information on her speaking/training services and learning tools.

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Quintin Cary, CESRA,
(703) 697-3816

FAX (703) 693-7311

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(860) 726-5959

FAX (860) 726-5920

Maryland NESRA/
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FAX (410) 234-5544

LFRA/Washington, D.C.

Rudy St. Louis,
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FAX (202) 565-9016

MARES/Boston,
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FAX (508) 252-4199

NESRA-Connecticut/

Hartford, Connecticut.
Marci Kinnin, CESRA,

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FAX (860) 726-5920

NESRA of Erie/Erie,

Pennsylvania. Tom
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x2519 FAX (814) 454-7445

NESRA NJ/

Newark, New Jersey.
David Costa,

(973) 893-2016

FAX (973) 893-6666

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(212) 456-5250

FAX (212) 456-5480

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FAX (301) 924-0198

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(717) 851-2321

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Southeast Region

National Director

Cindy Jameson, CESRA,
(727) 797-1818 x206

FAX (727) 791-3459

Regional Director

Debbie Colston,
(502) 627-2503

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NESRA of Augusta

Georgia/Augusta,
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FAX (919) 549-9138

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FAX (502) 627-2259

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(813) 972-7200 x1024

FAX (813) 972-7856

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FAX (248) 435-0515

Regional Director

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(651) 733-6225

FAX (651) 736-0506

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(651) 459-1482

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MESRA/Detroit,

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PEERS of NESRA/

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(309) 663-3619

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FAX (330) 746-2909

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(414) 291-6761

FAX (414) 291-7084

Southwest Region

National Director

John Rath, CESRA,
(972) 334-5910

FAX (972) 334-6378

NESRA of Southeast

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Phil Hall, CESRA

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(210) 476-4151

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Ron Smith, CESRA,

(602) 930-2840

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AIRC/Burbank,

California. Kim

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(805) 253-5938

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FAX (760) 722-5844

NESRA of Greater

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FAX (425) 775-6183

SGEAA/San Gabriel,

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resolution that your computer can support, to maximize your presentation's clarity.

- **Portability**

Are you planning on carrying your projector with you to presentations or shipping it? If the former, weight will be of premier importance. Projectors come in weights from 5-40 pounds. Some can fit in an airplane's overhead compartment, others cannot. In the past, there typically was a trade-off between brightness and weight. Luckily, as technology progresses, that is fast becoming a decision you no longer need to make.

- **Brightness**

Unless you have a super-bright overhead projector, the dimmest LCD projector is brighter than the brightest panel. Also, images tend to lose their brightness as they are projected (i.e. become larger). Lamp brightness is calculated in ANSI lumens (industry standard measurement). The brighter and larger the room, the more lumens you will need. For dark, small conference rooms or classrooms, 300 ANSI lumens will suffice, but if you need to keep the lights strong enough for note-taking, you'll need a

minimum of 500 lumens. For auditoriums and large meeting rooms, a minimum of 750 ANSI lumens is required (up that to 1,000 if you don't plan on dimming the lights). Point of reference—the brightest panel is 100 ANSI lumens. Competition has made a virtual “lumen-war” in the products available. Like hard drives and RAM, lumen capabilities are getting higher and more affordable every few months.

- **Operator**

Who will be operating the equipment? An obvious benefit that hotels provide for their daily fees is technological management. If you are providing your own, someone will need to know how to connect it and troubleshoot problems when they occur. Luckily, advanced technology has made the machines easier to use, even as they become more option-enhanced.

- **Room Positioning**

Different environments require different projectors and projection distances (a.k.a. “throw distance”). Mid-room placement is the preferred type for most users, as it allows for the most uniform image and is the most flexible regarding laptop placement. Other options are front of room (similar to an OHP) and ceiling mounted.

- **Budget**

LCD projector prices range from \$2,000 for low-end models to \$20,000+ for the best. Expect to pay at least \$4,000-\$5,000 for a portable projector that supports true SVGA resolution with strong ANSI lumen levels.

Bells and Whistles

Like any piece of electronic equipment, LCD projectors can include a variety of features geared to enhance your presentation. Before purchasing a projector, consider what options your type of presentation requires as well as those options you can do without. Listed below are a number of LCD projector options.

Remote Mousing: Infrared mousing comes standard on most projectors that will allow your presenters to avoid sitting at their laptops during the presentation. The main problem with infrared mousing is that it requires “line of sight” operation, which can require excellent aim and short distances. Many people opt for an external mousing system that uses FM technology, thus avoiding the need for direct specific infrared contact.

INTERNET RESOURCES FOR SELECTING PROJECTORS

The Internet is a great resource for selecting the most appropriate LCD projector for your needs. There are a variety of websites that not only sell projectors, but also provide selection guides to help you choose the appropriate projector. Here are a couple of websites to get you started:

- <http://www.associationforum.org/marlcd.htm> is set up to help consumers research and price a variety of items. A free registration is required. It includes areas for information only and also leads you through a questionnaire that will then list a variety of specific LCD displays and costs.
- <http://www.inlineinc.com> provides a comprehensive list of LCD retailer's websites. An “Advice & Information Study” area provides useful information for your decision-making process.

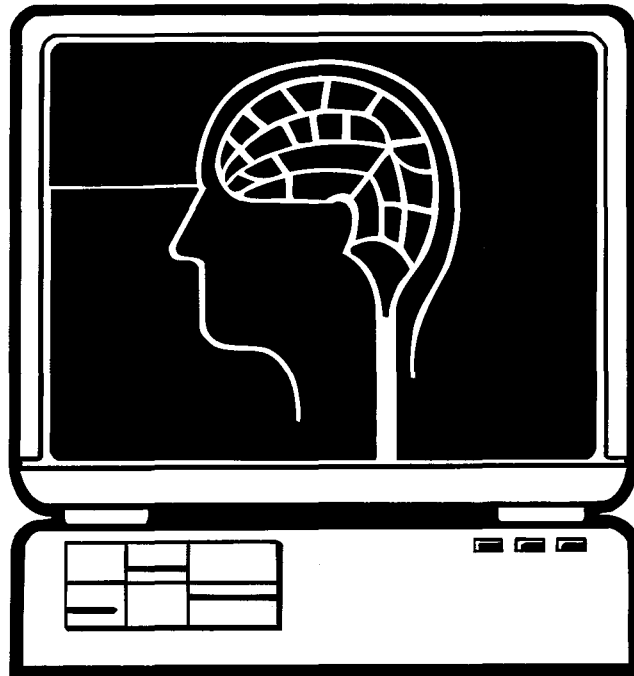
Power Zoom and Power Focus: This feature is not standard on most machines, except for the most expensive. It adds weight and is seen as non-essential because projectors can be manually adjusted prior to the presentation. One "zoom" related feature that is becoming more common is a digital zoom that is part of the remote. This feature allows presenters to focus on one specific portion of an image by using a button on the remote.


Video and Audio Support: Although most projectors now include video capacity (i.e. will play video clips) as standard, some lower-end projectors may not. Audio technology is less developed. If audio feeds are needed, make sure to communicate this to your sales representative.

Contrast Ratio: As color laptops have become commonplace, the need for higher contrast resolution has grown. Contrast ratio corresponds to the number of gradations possible for each color (i.e. how many shades of gray there are between black and white). Ratios run from 350:1 to 100:1. A higher ratio is used for detailed displays and colors.

Devices: Projectors vary in the number of hookups they can accommodate. Today, most projectors allow for two computer hookups and one VCR hookup, but that hasn't always been the case. This feature can vary from model to model.

Rear Screen Projection: This is a standard feature on most new projectors.



tions apply). Unfortunately, an on-site technician does not come with this fee, unlike a hotel's service. 

Reprinted with permission from the March 1999 issue of Forum magazine. Sarah Jolie is the vice president of The Hensely Printing & Mailing Company, Chicago, IL. Until recently, she was administrative vice president of the Commercial Law League of America (CLLA) and served as meeting coordinator for the CLLA's eight meetings presented each year. She can be reached at (312) 382-9320.

Purchasing a Projector

Once you have examined what you need in a LCD projector, you're ready for some test runs with particular models. Here are some tips for ensuring that you've explored all the options and models:

- Compare models by testing images you are familiar with (e.g. association logos).
- Test models in room settings that are similar to those you will be using.
- Consider renting a specific projector for a presentation, prior to buying. There are a variety of rental companies available that provide a wide variety of equipment styles (unlike a hotel that will most likely have only one or two). Renting projectors will cost about \$100-\$300 per day (including shipping). Some companies will allow you to apply part or all of your rental fee towards a purchase (restrictions apply).

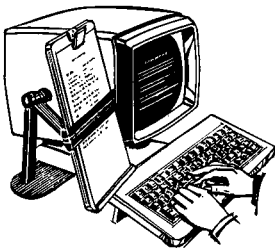
MAXIMIZE YOUR PRESENTATION'S EFFECTIVENESS WITH TECHNOLOGY

By Sarah Jolie

If you've been planning, attending or starring in presentations over the past few years, you have surely noticed the trend towards computer-based presentations. With Microsoft's Powerpoint, a standard program on many computer systems today, even a novice user can put together a fairly impressive presentation. However, unless the program is connected to quality projection equipment, the best presentation can be lost. Be aware that although the necessary equipment is standard fare in hotel audio-visual departments, the price-tags can be breathtaking. Wouldn't it be great to purchase the equipment, avoid the \$400-\$700 daily rental fees that most hotels charge and ship it to meetings as needed? On the surface, yes. But, as expected, the decision is not that simple.

A Bit of History

Liquid crystal display (LCD) projectors and panels allow you to project the contents of your computer screen onto a large screen for easier viewing by a group of people. The technology premiered in 1989 as LCD panels, which were used in tandem with overhead projectors (OHP) as the light source. The panels would sit on top of the OHP and project the image from the computer to the screen using the light of the OHP. The weakness of the panels was a lack of brightness. Although panels are still available, most users have turned to LCD projectors, which are all-in-one units that include a light source, lens and display.



Panels provide an adequate starting point if you are on a limited budget. But, panels are only useful in dark rooms (i.e. no overhead light—which can make note-taking difficult). Also, panels are difficult to use in large rooms. They work better for conference room presentations.


Choosing the Correct Projector

Selecting the right LCD projector to augment your presentations is not as simple as visiting an audio-visual distributor and pulling one off the shelf. You need to consider several factors when purchasing a projector:

- **Meeting Room**
What types/sizes of rooms do you typically use for your presentations?
- **Room lighting**
Are your presentation rooms brightly lit or can they be darkened?
- **Audience Size**
The larger the audience, the larger the screen size will need to be.
- **Resolution**
This refers to the number of screen pixels that can be displayed by the projector. Most units have a standard VGA (640 x 480 pixels) or SGVA (800 x 600 pixels). Higher resolution models are useful for large screens and detailed images. It is important to know that the projector must be compatible with your laptop display. The most common laptop display is either VGA or SVGA, although the newest laptop technology uses XGA (1024 x 768). The goal is to choose a projector that matches the highest true

(continued on page 42)

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July 1999

AWARD WINNING EMPLOYEE PROGRAMS



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- Q.** We have held a quarterly brunch to recognize employees. How can I change the format of the event to show employees more appreciation?
- Q.** What is everyone doing for Take Our Daughters to Work Day?
- Q.** I'm trying to make my employee services department more of an electronic self-serve operation. How do other NESRA members present their websites to employees?

These are just some of the questions presented and answered by NESRA Headquarters and NESRA peers through the NESRA E-mail Service.

If you want to be on the list to receive answers to these questions and to ask your own questions via e-mail, plus receive announcements of special promotions from NESRA website sponsors, complete the attached form.

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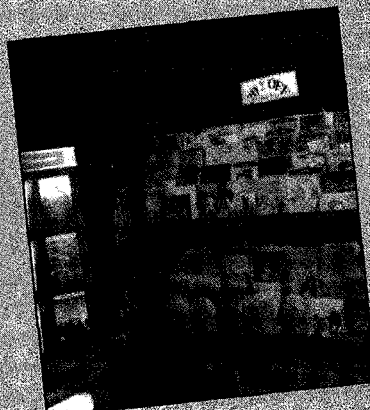
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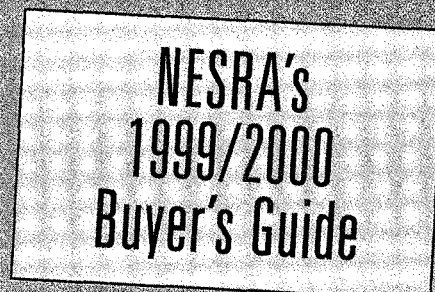
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B1 NESRA's 1999/2000 Buyer's Guide

One-stop shopping for NESRA discounts on product and services. This NESRA member benefit puts employee services at your fingertips!

What's Their Secret?

By Renee M. Mula

Members ask about it all the time. What constitutes an award-winning entry for NESRA's Awards of Excellence? Well, this issue is dedicated to those who want to improve their own employee services programs by learning from their peers. In this issue, you will find the secrets behind The Awards of Excellence award-winning entries.

In their presentation materials, many members describe how they used their creativity to overcome obstacles. On page 13, discover how Bank of America's employee club united employees through the course of a merger. During the upheaval, Team Bank of America used the importance of personal and professional development to bring employees together.

You'll also learn how Frito-Lay, Inc. ran a successful United Way campaign despite a thrust of downsizing in the company (page 27). Although morale was low, the campaign committee succeeded in motivating employees to exceed their goal, resulting in the company donating over \$1 million to various charities.

Other members' entries explain how their employee services programs effected their corporate culture. The U.S. Department of Agriculture redefined its corporate culture when its employee association created a website that offers all of its services online. Turn to page 32 to take a look at how this government agency displays its online services and discover ideas that you can use!

On page 37, the Honeywell BRAC Store describes their secret to recruiting and retaining loyal workers—retiree volunteers. Read how this Glendale, AZ-based company brings shoppers into their store with customer service and customized services.

Are you thinking of submitting an award entry for your chapter programs? Turn to page 41 and learn how chapter award winners found new ways to educate their NESRA chapter members about employee services.

Also in this issue, I present to you NESRA's 1999/2000 Buyer's Guide. NESRA members can use this resource tool to save time and money. Check out page B1 to obtain the latest discounts on NESRA-member products and services.

The award entries prove that NESRA member companies are continuing to reach new heights in the quality of their employee services programs. I hope this issue motivates more members to submit award entries and share their accomplishments. Congratulations to all NESRA Awards of Excellence Winners!

If you are interested in submitting an award entry for next year's Awards of Excellence, e-mail Jean Wilson at jeanwilson@nesra.org.

EMPLOYEE SERVICES MANAGEMENT

Publisher

PATRICK B. STINSON

Director of Communications

CYNTHIA M. HELSON

Editor

RENEE M. MULA

Designer

DALE DODSON

Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd.
Solon, OH 44139
(800) 335-7500 (440) 349-3353
Fax (440) 349-3447
E-Mail: bashian@idt.net

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.
Solon, OH 44139
(440) 498-9297
Fax (440) 498-9298
E-Mail: abvsales@aol.com

ROBERT H. KRUHM

Box 234
Fulton, MD 20759
(301) 924-4473
Fax (301) 854-2464
E-Mail: rhkruhm@mindspring.com

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Postmaster please send address corrections to:

NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. nesrahq@nesra.org ■ <http://www.nesra.org>

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MICKEY ALDERMAN, CESRA
City of Clawson
Clawson, MI

Southwest Region

JOHN RATH, CESRA
Frito Lay, Inc.
Dallas, TX

Western Region

PAM TESSITORE, CESRA
M & I Thunderbird Bank
Phoenix, AZ

Associate Member Representative

CRAIG BATTEN
Anheuser-Busch Theme Parks
Saddle Brook, NJ

NESRA Offices



NESRA Headquarters

2211 York Road
Suite 207
Oak Brook, IL
60523-2371

(630) 368-1280

(630) 368-1286 FAX

<http://www.nesra.org>
nesrahq@nesra.org

Western Field Office

Phyllis Smith
18530 Dancy Street
Rowland Heights, CA 91748
(626) 913-4014
(626) 964-7242 FAX
NESRAFO@aol.com
Serving states west of the
Mississippi River

Eastern Field Office

Dave Bell
4501 Oakcreek St., #101
Orlando, FL 32835
(407) 297-1090
(407) 291-1359 FAX
dave_bell@netwide.net
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Accommodating Accommodations

Announcing savings of up to 30% on four national hotel chains!

Cendant Corporation, parent company of Days Inn, Howard Johnson, Ramada and Travelodge, is offering substantial discounts to all NESRA member companies. This program enables your employees to save up to 30%* off rates at over 3,800 participating hotels in North America.



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* Discount varies by location and time of year. Cannot be used in conjunction with other discounts. Not applicable to groups. Blackout dates may apply.

Are you looking for something special to offer your employees?

Do they need invitations for a wedding that's just around the corner? What about announcements to celebrate a recent birth? Maybe there are showers and graduations to be planned. Why not give the gift of time when you let EMPLOYEE PRINTING SERVICES take care of these events.

Whether you make the album available in your employee store, lunchroom, Human Resources Department or any other corner of the office, your employees will "thank you" for the convenience and the 40% DISCOUNT they will receive.

Please stop by our Booth #323 (located across from the NESRA Booth) at NESRA'S 58th Annual Conference and Exhibit, April 26th - 28th in Las Vegas. You'll have the opportunity to browse through the album and see our display of accessory items.



If you are not attending the Exhibit, then call us at 800-323-2718 ext 224 for information.

PO BOX 248 • BEDFORD PARK, IL 60499



"It's a funny thing about life: If you refuse to accept anything but the very best, you very often get it."

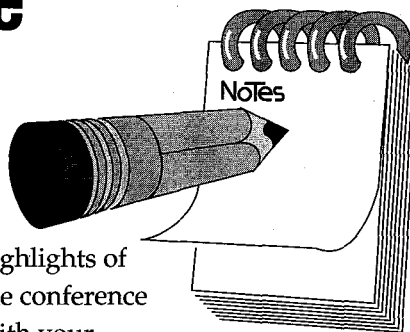
W. Somerset Maugham

Getting Organized After the Conference

By *Richard G. Ensman, Jr.*

It's time to make the most of the information and ideas presented at NESRA's 58th Annual Conference & Exhibit by integrating them into your work life. So, gather up your conference notes, speaker handouts and peers' business cards; and let's get organized! Here's a checklist of activities to place on your "to-do" list.

- **Send in your evaluation form.** You'll play a part in making next year's gathering even better.
- **Update your packing list.** Did you find yourself short of supplies or personal effects? Note these on a new packing list you can use next time you're planning to travel.
- **Tell your family about the event.** Conferences and other business travel can put stress on family life. However, your family can still share in the event through your conversation and anecdotes.
- **Schedule next year's conference.** Write it on your calendar now. It's April 12-16, 2000.
- **File important papers.** You picked up brochures, clippings and other materials thinking they'd be helpful. Don't lose them; file them appropriately right away.
- **Share insights at your next staff meeting.** Talk about the



highlights of the conference with your coworkers, and offer suggestions based on your new knowledge.

- **Test a new product.** Did you get a lead on a new product or service? Offer it to your customers, and test the results.
- **Analyze the literature.** Study the brochures and newsletters you picked up from the exhibit booths. What content or graphic ideas can you adapt for your own printed material?
- **List and analyze successful businesses you heard about.** List 10 of them. Make it a point to compare your successes with theirs in the days ahead. Figure out why they're successful, and ask yourself how you can imitate them.
- **Pass out samples.** Did you take any home? Give them to coworkers, employees or customers as appropriate. Did you bring back souvenirs for family members or professional acquaintances? Pass 'em out!
- **Check out websites.** Did you pick up website universal resource locators (URLs) that

Continued on page 6

A newsletter of ideas for the Employee Services and Recreation Provider

KEYNOTES

After the Conference

Continued from page 5

sounded interesting? Block out an hour or two to view them. Did you notice some suppliers you'd like to learn more about? Check out their websites as well.

- **Set at least one new goal for the coming year.** What goal has become important as a result of your conference participation? Add it to your list of annual goals, and give yourself a deadline for completing it. Better yet, block out time on your calendar to work on it.

- **Add names to your database.** Names of prospective customers, especially, should go in immediately.

- **Follow up with contacts.** You probably met people who can help you grow professionally in the year ahead. Jot quick notes to those folks right away and schedule follow-up calls a few weeks down the line.

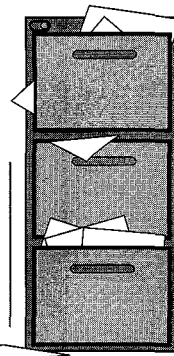
- **Send notes to prospects.** Make a list of the prospective customers you met. Send a note to each, expressing your pleasure at

meeting them and your hope that you'll be able to work together. If you picked up any mailing lists, send the individuals on the list a warm letter and your business card.

- **Think about conducting a presentation.** Make a rough outline of a seminar you can offer at next year's conference. Consider addressing: how you handled a difficult customer, a unique marketing idea, productivity tips, or how you've used technology to increase profits.

- **Continue the discussion.** If you enjoyed stimulating discussion with colleagues at the conference, find out how you can continue that discussion year round—perhaps through active membership in a local chapter or participation in an Internet news group, like NESRA's E-mail Service.

- **Contact presenters.** Were you excited by the comments of a particular presenter? Write or call



asking for more information. Your presenter may have articles he or she would be delighted to send you.

- **Become involved.** Identify at least one way you can support your conference next year, or become more actively involved in association activities throughout the year. Your participation will pay big dividends to you and your colleagues.

(Source: Richard G. Ensman, Jr. is a freelance writer in Rochester, NY. He can be reached at (716) 889-1321.)

DID YOU KNOW?

- "Fel-Pro's figures show it cost 2.73 percent of the total cost of employees' salaries to implement a wide range of employee services and work/life programs."

(Dennis Kessler, former co-president of Fel-Pro, Inc. and president of Kessler Management Consulting L.L.C.)

- Four out of 10 recruiters believe the suit and tie will eventually disappear as the primary work wardrobe, says Management Recruiters International Inc.

(Source: The Wall Street Journal, Nov. 10, 1998)

"Modesty is the art of drawing attention to whatever it is you are being humble about."

The Laugh Connection Newsletter, April 1998

Tips for Effective Job Sharing

Job sharing, where two workers share the duties of one job position, is a great way to bring employees together in a team atmosphere. And, this arrangement allows for increased productivity because if one worker is ill, there is another person available who is familiar with the projects at hand. Nevertheless, this situation does involve some planning ahead for a smooth, working relationship. Keep the following tips in mind in your job sharing arrangement:

- 1. Find a match.** Chances are, if you're interested in sharing your job, someone else at your company is interested also. Use your company's intranet to post a request for a match and set up a time to meet with the employees who inquire.
- 2. Work out a sensible schedule.** It is important for you and your coworker to meet at least once during the week and discuss your projects. This will allow for better information sharing and cooperation.
- 3. Ask for space and proper equipment.** Request an extra desk and computer for the times when you are in the office together. Be sure that you have enough space to work together without getting in each other's way.
- 4. Build your communication skills.** Communication skills are essential when two people share the same responsibilities. Ask your boss to send both of you to communications seminars that will enhance your skills in negotiation, conflict resolution, persuasion and listening.

(Source: *Positive Leadership*, April 1999)

• "One of the differences between Generation X and Baby Boomers is that boomers are mourning the fact that things don't stay the same. Xers have always known constant change; it's nothing new to them and they like it."

(Source: Bruce Tulgan, president Rainmaker Thinking Inc.)

• Make sure your website has moved from first generation to second generation information. For example, instead of just saying "We're a great widget company," let clients customize the widget to fit their needs.

(Source: *Communication Briefings*, August 1998)

Positive Management

Create a "success file" for each of your employees. Write down every good or positive thing an employee does, and file it in the appropriate folder.

When evaluation time rolls around, you'll be able to pull out a record of each employee's accomplishments. You'll be seen more as a "positive" supervisor, who doesn't motivate employees through fear, but by tapping into their potential.

Oh, Baby!



Four expectant fathers were in a Minneapolis hospital waiting room, while their wives were in labor.

The nurse comes in and tells the first man, "Congratulations, you're the father of twins."

"What a coincidence," the man exclaims. "I work for the Minnesota Twins baseball team."

The nurse returns a short while later and tells the second man, "You are the father of triplets."

"Wow, what a coincidence," he replies. "I work for 3M Corp."

When the nurse comes again, she tells the third man that his wife has given birth to quadruplets.

"Another coincidence. I work for the Four Seasons Hotel," he says.

At this point, the fourth guy faints. When he comes to, the others ask what's wrong.

"What's wrong? I work for Seven-up."

Are You Getting Enough Calcium?

Three out of four adult women don't receive the recommended daily intake for calcium. Are you one of these women? If so, this is a cause for concern. Taking in enough calcium is essential for women of all ages.

Calcium not only helps build and maintain strong bones, but it also assists in muscle contractions and heart health. It even regulates nerve function.

Do I need calcium? Whether you're young or old, you need calcium. During childhood and adolescence, calcium is especially critical for your bones since you are growing.

As you age, your body has an increased need for calcium, especially while pregnant and breast feeding.

Then, post menopausal

women require calcium to minimize bone loss. Getting enough calcium can help prevent osteoporosis.

Where can I find calcium?

The primary sources of calcium are dairy products like milk, cheese and yogurt. However, these are not the only ways to get calcium.

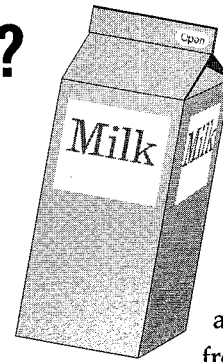
Calcium is found in sardines, salmon with bones and dark green leafy vegetables, such as broccoli, bok choy and kale.

Also, some foods are calcium-fortified. These can include breakfast bars, breakfast cereals, fruit juices and soy milk.

Try to take in at least two servings of these foods every day.

What if I'm lactose

intolerant? Fortunately, there are a number of ways you can get calcium even if you are lactose intolerant. Eat plenty of leafy



vegetables and calcium-fortified foods.

You could also try lactose-free milk, yogurt or hard cheeses that are low in lactose.

The benefits of calcium are numerous. Make sure you get enough to give your body the calcium it needs.

(Source: Health Resource Center, (770) 801-1095, www.HealthResourceCenter.org)

Seven Easy Ways to Find Calcium

You know you need to get more calcium, but you might wonder what else you can do besides drink milk for breakfast.

Here are some fun and easy ways you can get extra calcium in your diet.

1. Don't have time for breakfast? Grab a calcium-fortified breakfast bar to eat on the go.
2. Indulge in a cafe latte after a hard day at work.
3. Eat a few slices of cheese with some crackers for a midmorning break.
4. Sip on a calcium-fortified fruit juice while you work.
5. For lunch, stir some granola into your yogurt for a crunchy meal.
6. Melt some shredded cheese on a tortilla, and share with your kids.
7. Surprise your family at dinner by fixing steamed broccoli with a touch of garlic salt.

Driver Air Bag Safety

The automobile air bag safety feature can save lives, but it can also cause severe injuries if passengers or drivers sit too close to the air bag.

The first 2-3 inches of inflation is the "danger zone." You can drive safer by sitting 10 inches away from the air bag.

If you currently sit less than 10 inches away, consider raising your car seat automatically, reclining your seat back or using a firm, non-slippery cushion to raise yourself up.

To further minimize neck and head injuries, tilt your steering wheel downward so that it faces towards your chest, rather than towards your neck or head.

(Source: Hope Health Letter, September 1998)

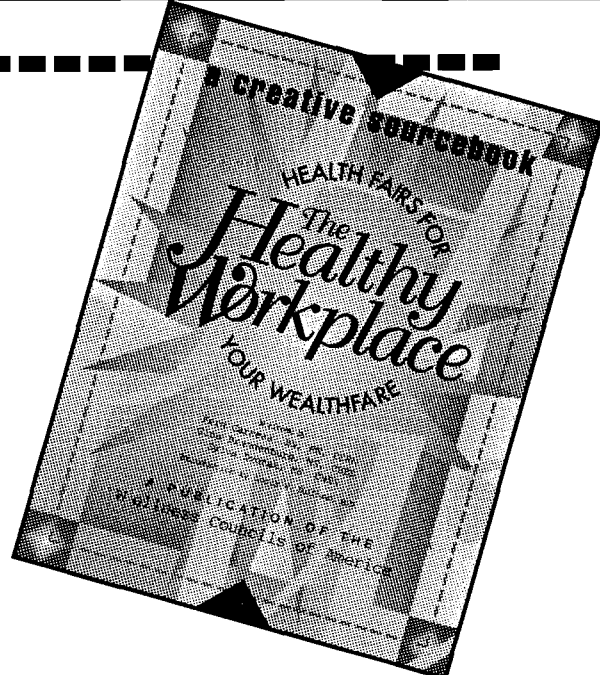
**Here's what others
say:**

This sourcebook will be valuable to both the professional health promoter and the individual wearing the health promoter's hat for the year. It is simple to follow, covers all the pertinent details regarding health fair planning and implementation, and offers those all-important ready-to-use checklists, sample letters and registration forms.

Kerry Juhl
Executive Director
Wellness Council of Central Iowa

I have played a major role in successfully coordinating and promoting health fairs for both adults and children. Knowledge that has taken me years to accumulate through hit and miss is now at your fingertips. Health Fairs for Your Wealthfare is not only a great reference book for the beginner, it's a complete guide for the experienced health fair organizer.

Dee Dee Colling
United Autoworkers/
General Motors Bodycare
Health & Wellness Representative



Do you need help with your health fairs?

NESRA is now distributing this great resource that is easy to read and provides the practical information you need with copier-ready forms and checklists.

The Healthy Workplace: Health Fairs for Your Wealthfare, is written by three health professionals who have conducted hundreds of corporate and community health fairs

Yes, I want to order The Healthy Workplace: Health Fairs for Your Wealthfare.

Name _____

Company _____

Address _____

City _____ State _____ Zip _____

Yes, I am a member of NESRA. Send me # _____ copies @ \$22 per copy.

No, I'm not a NESRA member. Send me # _____ copies @ \$30 per copy.

Plus \$2 for shipping and handling per copy

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2211 York Road,
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Oak Brook, IL
60521-2370

National Employee Services and Recreation Association

July 1999

Dear NESRA Member:

On behalf of the Board of Directors, it is my pleasure to present you with NESRA's 1998 Annual Report. We have included a statement of our financial position as of December 31, 1998 and a statement of activities for the year ending 1998. The statement is an overview of our financial situation. NESRA's financial statements are audited annually by an independent accounting firm, Melvin, Burns & Associates, Chicago, IL.

Another year has come and gone in the life of NESRA. The year 1998 was filled with exciting accomplishments. We implemented a new membership category, NESRA Select, aimed at the employee service provider who wants more. The Eastern Field Office was opened to provide more direct support of the Chapters east of the Mississippi, and NESRA conducted another highly successful National Conference and Exhibit in Orlando. Less visible but still important, the Board updated the Bylaws and revised the Awards Program; NESRA realigned the Employee Store Section; and we started NESRA's E-mail Service.

Finally, as an organization that wants feedback from its members, we conducted a number of focus groups and surveys with the membership regarding future conference sites, a name change and work/life issues. NESRA is your association and we want to do what makes sense for our members.

1998 NESRA Highlights

- Opened the Eastern Field Office to complement the Western Field Office already in existence.
- Implemented NESRA Select, a member category designed to promote a commitment to professional development.
- Initiated programs and projects that align NESRA and employee services with work/life issues.
- Designed a new NESRA website.
- Initiated vacation destination supplements in *Employee Services Management* magazine.

Sincerely,



Phil Hall, CESRA
NESRA Past President

1998 Annual Report

STATEMENTS OF FINANCIAL POSITION DECEMBER 31, 1998 AND 1997

	1998	1997
ASSETS		
CURRENT ASSETS		
Cash and equivalents	\$ 59,580	\$ 60,478
Accounts receivable	18,062	21,064
Prepaid expenses	57,015	55,166
TOTAL CURRENT ASSETS	\$ 134,657	\$ 136,708
FIXED ASSETS		
Furniture and equipment	\$ 73,247	\$ 71,547
Less accumulated depreciation	(64,519)	(54,722)
	8,728	16,825
OTHER ASSETS		
Office security deposit	\$ 2,076	\$ 2,076
TOTAL ASSETS	\$ 145,461	\$ 155,609
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 21,656	\$ 22,200
Accrued expenses	22,119	15,512
Deferred income	156,578	157,764
TOTAL CURRENT LIABILITIES	\$ 202,053	\$ 195,475
NET ASSETS <DEFICIT>	<56,592>	39,866
TOTAL LIABILITIES AND NET ASSETS	\$ 145,461	\$ 155,609

STATEMENTS OF ACTIVITIES FOR THE YEARS ENDING DECEMBER 31, 1998 AND 1997

	1998	1997
REVENUES	\$ 917,459	\$ 858,766
EXPENSES	932,485	974,236
(DECREASE) IN NET ASSETS	\$ (15,026)	\$ (115,470)
NET ASSETS Beginning of Year	39,866	75,604
NET ASSETS <DEFICIT> End of Year	<\$ 56,592>	<\$39,866>

NESRA EDUCATION AND RESEARCH FOUNDATION 1998 FINANCIAL STATEMENT

REVENUES	\$ 24,961
EXPENSES	5,002
EXCESS OF REVENUES OVER (UNDER) EXPENSES	(19,959)
NET EQUITY 1/1/98	30,485
NET EQUITY 12/31/98	\$ 50,444

REACHING NEW HEIGHTS

The National Employee Services and Recreation Association (NESRA) is proud to present the winners of NESRA's 1999 Awards of Excellence. NESRA bestows these awards to showcase the best employee services programs. This year, 13 programs were awarded in five different categories. These categories include the Eastwood Award, Innovative Program Award, Employee Store Award, Leonard R. Brice Superior Merit Award and the Chapter Merit Award. The winners accepted their awards at NESRA's Member Appreciation Luncheon held on April 27, 1999 at NESRA's 58th Annual Conference and Exhibit at the Rio Suite Hotel and Casino in Las Vegas, NV.

First, you will read about the Eastwood Award winners. The Eastwood Award is the most prestigious of the Awards of Excellence, awarded to the most outstanding overall employee services programs of 1999. The award is named in honor of NESRA's first president, Dr. Floyd Eastwood. This year, the award goes to Bank of America for over 5,000 employees, SAS Institute, Inc. for 2,500-5,000 employees and Litton Laser Systems for less than 1,000 employees. Candidates must submit entries that document their mission statement, scope of the program and how the program increased the awareness of employee services, how it impacts the company's business or culture, plus other details such as goals and strategies for securing financial resources.

Next, you will read about the Innovative Program Award winners. This honor is awarded to the most innovative and creative program activity of 1999 within an overall employee services program. The winners are Frito-Lay, Inc., U.S. Department of Agriculture and Hyatt Orlando. This award signifies the latest advance-

ments in our profession. Entrants must include their program's objective and evaluation process and how this program increased the awareness/visibility of employee services to the company's management.

Employee stores continue to be a key component of the employee services umbrella. NESRA awards employee stores that have added value to the company with the Employee Store Award. Honeywell BCAS won in this category by proving to have contributed positively to the company's overall culture and to increasing employee morale and productivity.

As a national association, NESRA recognizes the value of its chapter branches located across the country. The chapters provide local members with frequent educational and networking experiences. NESRA's chapter awards consist of the Leonard R. Brice Superior Merit Award and the Chapter Merit Award, which are judged through a point system. NESRA of Central Florida, Minnesota Employee Recreation and Services Council (MERSC), NESRA of San Antonio, PEERS of NESRA, and Tampa Bay/Suncoast Chapter of NESRA are the winners of the Leonard R. Brice Superior Merit Award. The chapters were granted this award based on their outstanding chapter administration and their effective efforts to provide professional development and networking opportunities to their members.

The final award highlighted in this issue, the Chapter Merit Award, is awarded to the chapter who submitted samples of their excellent programming skills and their ability to lead a strong NESRA chapter. NESRA presents this award to the Associated Industrial Recreation Council (AIRC).





Eastwood Award

Over 5,000 Employees

EMPLOYEES PUT THEIR CAREERS IN MOTION

The year 1998 was historical for Bank of America, as plans were finalized to merge the corporation with Nationsbank. Many times when a merger takes place, employees feel on the outside of information circles. This was not true at Bank of America, Pleasant Hill, CA. In fact, its employee services club, Team Bank of America, was involved from the very beginning. This was because, since 1921, the club members worked hard to make Team Bank of America an integral part of the overall culture of the company—and they succeeded.

Associate Needs

Well into the year following the merger, Team Bank of America's specialized programming continues to promote what is of most importance to their employees (known as "associates")—personal and professional development. This includes developing new skills, learning more

about the company, meeting new people and volunteering in the community.

Team Bank of America consists of separate, complementary programs, each with their own objectives:

A. Diversity Network: Gives associates tools for improving their personal lives and managing their careers. Associates present and attend training and networking events, social activities, and professional seminars and fairs focusing on a broad range of topics, from heritage to career management.

B. Environment Network: Offers a forum for associates to take responsibility, assume leadership roles, and/or participate in activities that support the bank's Environmental Commitment. This commitment establishes Bank of America as a leader in helping to achieve a society that provides a sustainable economy.

C. Recreation Network: Organizes more than 2,500 annual events designed to provide opportunities for associates to meet, form friendships and enjoy recreational activities together, outside of work. The Recreation Network provides a "home" for new

**Many Times
When A
Merger Takes
Place,
Employees
Feel On The
Outside Of
Information
Circles**

"Team Bank Of America"
Bank of America, Pleasant Hill, CA
submitted by Nancy Walter, CESRA,
vice president

associates, giving them a sense of community and camaraderie within the company.

D. Retiree Network: Provides a forum for retirees to express their ideas, needs and concerns to Bank of America management and offers retirees a variety of recreational, cultural, social and volunteer opportunities.

E. Speaking Network: Offers associates the opportunity to develop their communication and leadership skills. The supportive, positive environment fostered by the network encourages associates' personal growth and development in self-confidence, necessary for leadership in the company.

Put Your Career In Motion

Team Bank of America's hands-on skills development program, "Put Your Career In Motion," was created to meet associates' needs for skills enhancement. Through this program, they gain skills and experience not formally associated with their regular job duties. The program challenges associates to learn and acquire skills as volunteer officers of Team Bank of America or leaders, event planners, participants in a speaking competition and/or volunteers with their own community. Their development is documented through a Resume Online Network (RON) and becomes part of the associate's performance profile.

Associates receive Development Worksheets to help them identify what they want to learn or improve, and the types of projects they might enjoy. They also receive a Skills Checklist and a Skills Matrix to help them identify specific ways to attain the goals they set for themselves.

Speaking Network

The Speaking Network provides two opportunities for associates to sharpen their public speaking skills. The annual Bankwide Speaking Competition hosts the "best of the best" speakers from the 52 networks around the world. This year's event attracted 48 speakers vying for top honors in front of a record attendance of over 2,000.

For the Speaking Network's second learning opportunity, a premiere recognition program was developed entitled the SpeakersBank. The SpeakersBank sets new challenges for members outside the traditional Speaking Network, by recognizing members who have attained a professional level of excellence in public speaking. Those members who earn the prestigious title of "SpeakersBank Associate" receive bankwide recognition through a catalog of speakers provided to all business divisions. While the overall goal is to recognize top speakers, this service also provides internal businesses with speakers for staff and/or offsite meetings.

Employee Giving Programs

The Volunteer Network program is an award-winning, nationally-recognized leader in employee volunteerism and a cornerstone of Team Bank of America's focus. Over 90 percent of the charities that associates donate their time to are associate-driven, rather than corporate-driven, thus making this program a real "grass roots" effort, with tremendous response and support. In 1998, over 31,000 associates volunteered in the community, resulting in over 100,000 hours of service. Adopt-A-Family involves over 5,000 BankAmericans in over 1,500 offices and provides food/holiday gift baskets for more than 12,000 families.

Spirit of Giving is a program by which associates enter into a drawing for twenty-five \$1,000 donations to the charity of their choice. When entering, associates indicate



Employees of Bank of America, Pleasant Hill, CA, participate in "Christmas in April," a volunteer project that repairs homes for low income families in the community.

the number of hours given to their charity. In 1998, a record of over 500,000 hours donated time were recorded through this program.

Celebrations and Events

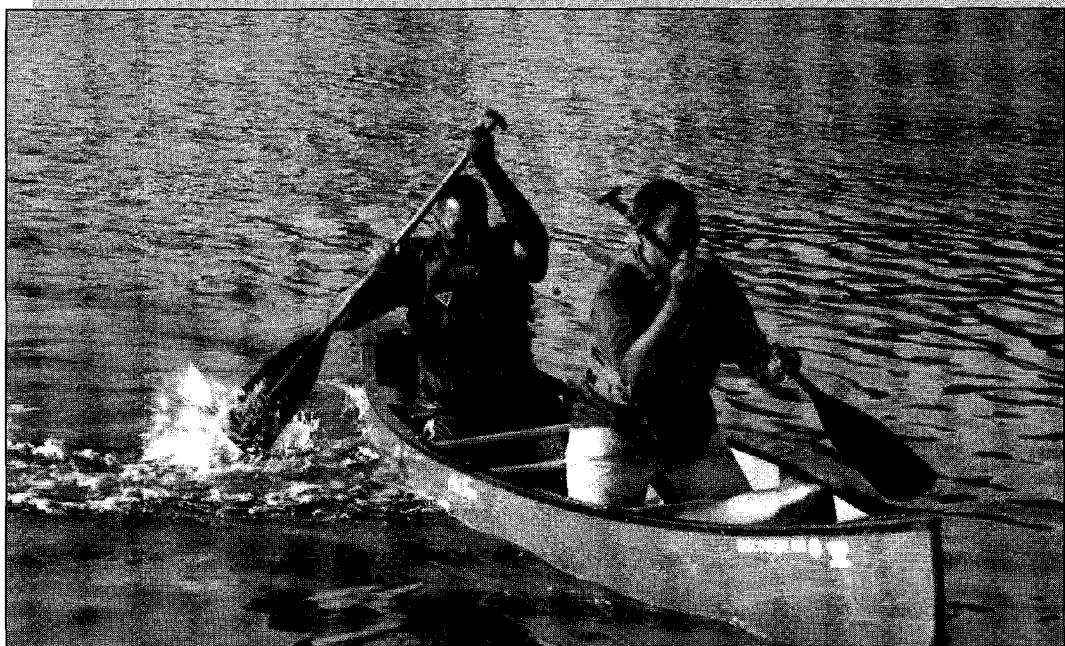
During the first two weeks in May, Team Bank of America hosts special activities to celebrate the birthday of Bank of America Founder A.P. Giannini (May 6, 1921). Picnics and softball tournaments are the most popular events. In 1998, there were over 50 celebration events worldwide.

To celebrate the historical merger of Bank of America and Nationsbank, Team Bank of America took the lead on many celebration events. An event called "Day One" (October 1, 1998) represented the day the merger was "signed." Volunteers across the country provided activities such as lunchtime barbecues, fairs, contests, elaborate decorations and many other items to make the day special for associates.

"Day Three" activities (October 3, 1998) included more community-focused volunteer activities. Team Bank of America sponsored over 340 activities in 340 communities around the world. Approximately 18,000 volunteers totaled over 90,000 hours of community involvement.

For the Future

Team Bank of America managed to maintain its existence through the rocky waters of a merger, and help its company maintain high employee morale during a difficult time. For this reason, Bank of America recognizes the value of employee services and elects to provide these opportunities to the new company in years to come.



Two Bank of America representatives row towards the finish line during The Richmond Virginia corporate Games, a city-wide challenge to all corporations to participate in athletic events including a canoe race.

Help your employees escape to the Lee Island Coast

Florida's Tropical Island Getaway. We offer quantities of brochures, coupons and room rates starting from \$54.

For all your NESRA needs and information on the Sanibel/Fort Myers area, please call our Helpdesk.

800-237-6444

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1999 NESRA Southeast Regional Conference

"MASTER YOUR EMPLOYEE SERVICES PROGRAM"

October 13-16, 1999 • Sheraton Augusta, Augusta, GA

Make your reservations now and join other NESRA members from around the country to learn how to *Master Your Employee Services Program*.

NBC's military advisor, Retired Major General Perry M. Smith, USAF, will discuss "New Insights on Leadership."

JOIN US IN DISCUSSING THESE OTHER HOT TOPICS:

RECOGNITION AND INCENTIVE PROGRAMS

HEALTH FAIRS

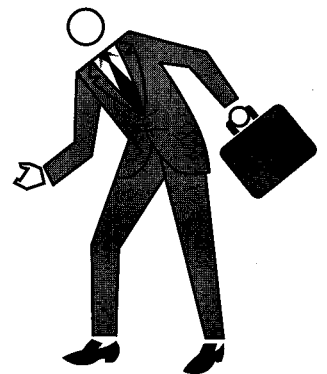
BALANCING OF WORK/LIFE ISSUES

TEAM BUILDING

BECOME BREAK-THROUGH THINKERS

LIABILITY OF EMPLOYEE SERVICES PROGRAMS

AND MUCH MORE!



Get ready for a conference that is both educational and fun! You will learn real-life skills and ideas to take back to your organization. You can redesign, enhance or implement new, creative programs with the information you gain. Take advantage of the opportunities to meet new contacts, learn new program ideas and join in the evening entertainment.



Conference Registration

Full Conference Registration	\$200
One-Day Registration	\$75
Exhibitor Registration	\$350

Full registration fee includes nationally-recognized keynote speakers, concurrent sessions addressing hot topics in employee services, some meals, entertainment, exhibit hall admission, drawings, and prizes. Additional meal tickets may be purchased at the Registration Desk. Conference attire is business casual.

To register or for more information, contact Cindy Jameson at (727) 797-1818, ext. 206.



Eastwood Award

2,500 - 5,000 Employees

CHANGING EMPLOYEES' LIFESTYLES

The SAS Institute, Inc. has taken hold of the fitness phenomenon to promote an overall lifestyle option of health and wellness for its 3,000 employees in Cary, NC. Employees of this privately-held software company, including their spouses, domestic partners and covered dependents, have full-reign of SAS Institute's Recreation and Fitness Center (RFC), where employees are presented with a variety of incentives to entice them to make fitness and health a part of their daily lives.

And, with the program and equipment options SAS Institute has to offer its employees, why shouldn't employees include fitness and health in their lifestyles? With 35,000 square feet of indoor recreation space alone, including two basketball/volleyball courts, four racquetball/wallyball/ping-pong courts and a variety of cardiovascular equipment, the RFC places fitness and health at employees' fingertips.

Programs for the SAS Employee

The RFC's 12 full-time staff and seven part-time staff oversee SAS Institute's recreation activities, discount programs, health promotion/personal development and select special events for the total SAS Institute workforce of 3,000. These programs succeed because they are tailored to meet the needs of the company's corporate culture.

Team Development

The SAS Institute is a team-based corporation, with work groups dedicated to building team-based skills. The RFC recognized that many work groups were using outside resources for their team-based training programs. As a result, the RFC developed their own activity-based team building program that would lower costs and bring the employees in-house. The new program, called The Experiential Team

Development Program (ETDP), allows individuals and teams to learn how to communicate, cooperate and trust one another. Each ETDP event helps employees recognize their role in the success of the work team.

**These
Programs
Succeed
Because
They Are
Tailored To
Meet The
Needs Of The
Company's
Corporate
Culture**

**"1999 Eastwood Award"
SAS Institute, Inc., Cary, NC
submitted by Jack Poll,
manager, recreation and fitness**

The ETDP training events are held outdoors, away from the day-to-day office environment. A RFC facilitator presents various mental and physical initiatives to the group. Oftentimes, these initiatives include challenges and conflict, which are situations similar to their work environment. Then, the team must work together to complete the tasks. Afterwards, teams are encouraged to analyze the process and draw their own conclusions as to what they did well and what they could improve upon. The team members learn from their teams' successes and failures.

Ergonomics

Since SAS Institute employees spend most of their workdays at a computer terminal for sever-

meet their needs, interests and goals. For employees who must travel, the trainers can even develop personalized fitness programs to be performed on the road. The RFC's fitness coordinator developed two manuals, "The Healthy Back Manual" and "Exercise at Home and on the Road," to accommodate the two main employee populations. A third manual, "Prenatal to Cradle" was developed for women who want to stay fit during pregnancy.

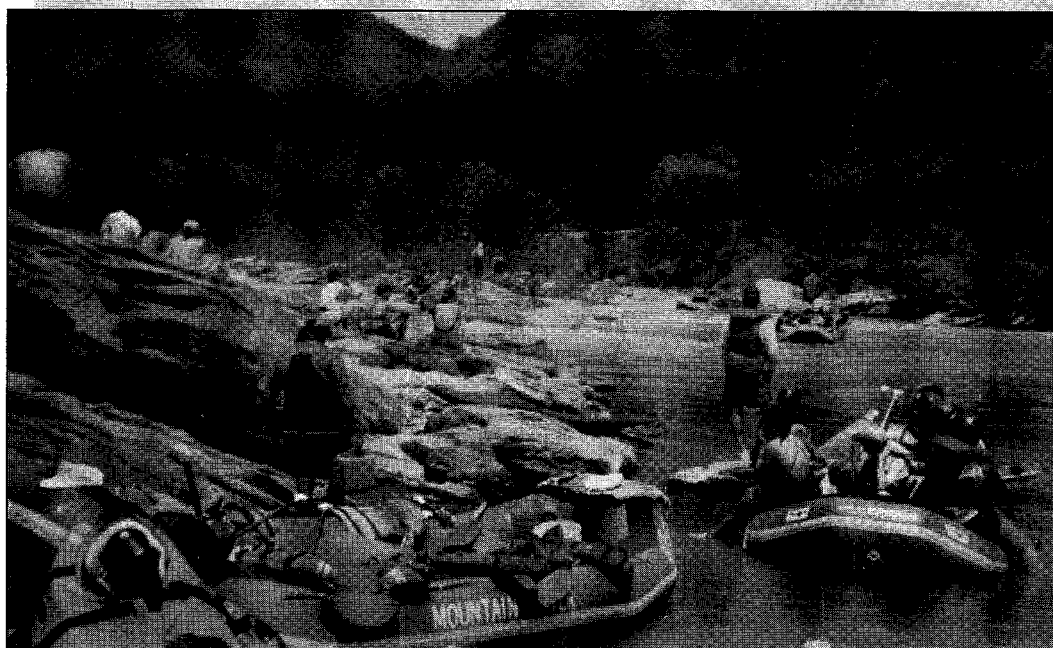
The RFC staff begins the ergonomic education process through an employee ergonomic work-site assessment. Two RFC staff members are trained to perform this assessment. The assessment evaluates the employee's job tasks, posture during those tasks, the frequency and nature of repetitive tasks, and the equipment with which

work is performed. The primary goal is to make the employee comfortable and relaxed during all job-related tasks, avoiding excessive reaching, muscle tension, stress and pressure on the joints. If necessary, the RFC staff member will offer suggestions regarding office furniture and equipment placement, or ways to change the performance method of the task. The RFC performed 625 assessments in 1998 for both the Cary, NC headquarters and regional office employees.

The quest for proper posture does not stop at the RFC staff member.

This software company

requires a mandatory healthy back education program for all labor-intensive departments on campus during different times of the year. A voluntary healthy back exercise class is taught twice-weekly for all employees by the RFC Fitness Program. Employees can test ergonomic hardware demos in the company's Ergo Lab. Then, the employee can request to have the spe-



Whitewater rafting is part of SAS Institute's Experiential Team Development Program, a team-building event used to teach employees cooperation and communications.

al hours at a time, the RFC offers specialized fitness classes that focus solely on abdominal and back strengthening and stabilizing. This class type is designed to help offset and correct the posture often associated with SAS Institute's employee working environment.

The RFC's personal trainers work with employees one-on-one to develop a program to

cialized ergonomic hardware equipment installed. The Facilities Department assists with the program by either constructing the ergonomic items for employees or purchasing them through suppliers.

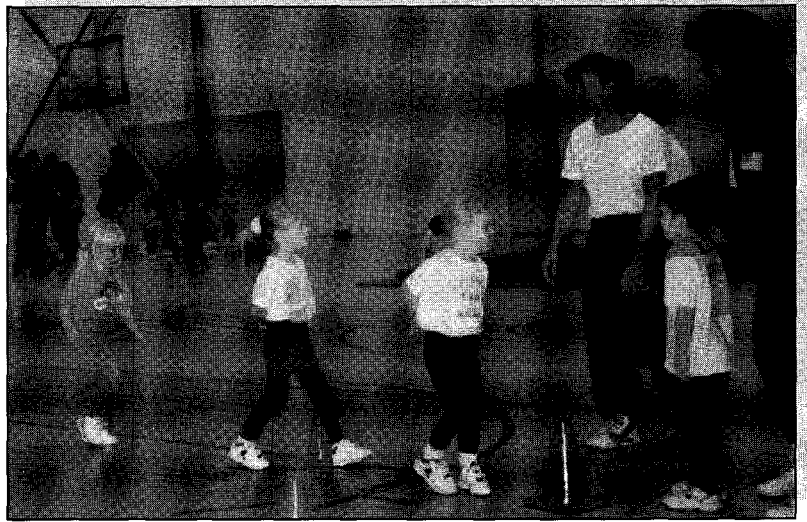
The Institute's onsite Health Care Center plays an integral role in the Ergonomics Program, offering advice on dealing with potential cumulative trauma disorders. In addition to ergonomic therapy, this 30-member healthcare staff of physicians and nurses, including a nutritionist, nurse psychotherapist and physical therapist, offers other healthcare services at no cost to employees and their immediate family members.

For those employees who have already sought medical treatment without receiving successful alleviation of a chronic pain condition, the Institute offers the free-of-charge P.A.T.H.O.S. Program. Its acronym stands for "Pain Alternative Therapy Healing Onsite." The therapies include chiropractic, massage and hand therapy from an occupational therapist. To participate in this program, employees' chronic pain condition must be located anywhere above or including the hips, since cumulative trauma disorders of the body are what costs the company more money. The six-month-old program currently has 65 employee participants.

Children and Fitness

One of the newest developments from the RFC is the Kids' Activity Program. This program started in January, 1999 in an effort to bring the family into the workplace as well as keep employees' children healthy. The fitness center started the program after finding that current trends show that families are participating in activities as a unit, rather than individually. The RFC recognizes that if children begin an activity program at an early age, they have a greater chance of remaining active through their entire lives. To target the family as a whole, parents are invited to work out and/or recreate in our facility while their children participate in the Kids' Activity Program.

The program is designed to be fun and challenging as well as educational. All of the activities are age appropriate and developed around a monthly theme. These themes may include various sports, fitness, movement or just plain fun.



SAS Institute's Kid's Activity Program allows children to be active at an early age, with programs that promote sports, fitness, movement and fun.

Parents can sign their children up for two four-month sessions (January-April and September-December) with classes being held on Sunday afternoons. The classes are broken into the following age categories: 3-5 year olds, 6-8 year olds, 9-12 year olds, 13-17 year olds.

The classes for the first three age groups may involve the use of balls, jump ropes, aerobics equipment, games, bean bags, etc. All activities are presented in a non-competitive format. These class goals are to teach the children the importance of staying fit and active for life, to help improve basic skills such as hand-eye coordination and balance, as well as the importance of cooperation and teamwork. The oldest age group focuses primarily on fitness and aerobics, participating in classes similar to those offered to the parents on a daily basis.

So far, SAS employees have responded favorably and the RFC is evaluating the program for possible growth.


Conveniently Delivering Information

As a service to employees, each year the RFC compiles a packet of information from 25-30 local and regional children's camps. Distributed at the beginning of February, the packet gives parents the convenience of "shopping" for summer camps by using one information source. The center includes information from a wide range of

camps including day camps, summer camps, sports camps, artistic camps, outdoor camps, learning camps, etc.

Still Ahead

The RFC reports that employee participation in its programs continues to grow annually. The center recently added a 9,000-square-foot annex, including a state-of-the-art aerobics/dance room

and ergonomics lab, which increased employee participation to nearly 75,000 uses in 1998. The center anticipates another dramatic increase with the completion of its aquatics center this summer. By giving employees the programs they desire, keeping its programs fresh and renovating its facilities, SAS Institute's Recreation and Fitness Center promotes fitness as a convenient way for employees to enhance their quality of life. 

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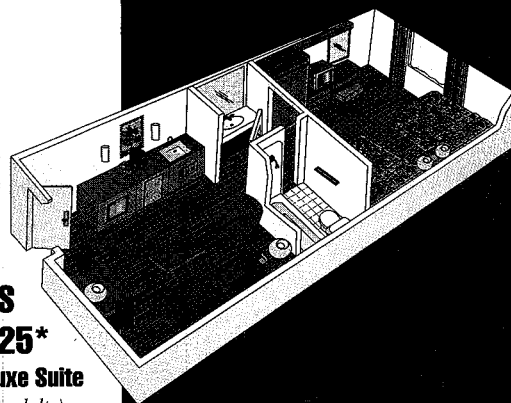
- Private bedroom & separate living room with sofa bed – accommodates up to 6
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Eastwood Award

Less Than 1,000 Employees

SOCIAL ACTIVITIES REDUCE TURNOVER

Litton Laser Systems, Apopka, FL, credits its low employee turnover and high morale to its Social Activities Committee (SAC), a group of seven employees dedicated to managing social, recreational and sports activities for employees and their families. Offering 18 different events, access to the employee store and a successful United Way campaign, it is obvious that the SAC has succeeded in uniting the employee population, making them proud to be a part of Litton Laser Systems.

The Social Activities Committee

SAC was formed to foster and promote a spirit of cooperation and good fellowship among employees. The committee goal is to conduct at least one event per month and stay within the prescribed budget. Apparently the 365 employees and their families liked the chosen events because 800 employees and family members participated in 1998. Perhaps the convenience of

payroll deductions contributed to this high participation. Another contributing factor may be that new employees are immediately educated on the variety of employee services available to them. Here is a list of the events featured in 1998:

- Paintball Tournament
- Mystery Dinner Theater
- Solar Bears Hockey Game
- Phantom of the Opera Theater Performance
- Easter Egg Hunt
- Golf Tournament
- Deep Sea Fishing Charter
- Orlando Rays Baseball Game with Picnic
- Wet'n Wild Water Park
- Anastasia on Ice Performance
- Comedy Theater
- Skull Kingdom Haunted House Attraction
- Universal Studios Halloween Horror Night
- Disney Quest Interactive Video Games/
Arcade Attraction

- Children's Holiday Party
 - Softball League
 - Volleyball League
 - Golf League
- Some programs falling under "employee services" include the company store, emergency finan-

**The Social
Activities
Committee
Was Formed
To Foster
And Promote
A Spirit Of
Cooperation
And Good
Fellowship
Among
Employees**

"Litton Laser Systems Eastwood Award"

Litton Laser Systems, Apopka, FL

**submitted by Paula Pease,
staff project engineer**



Bill Richardson, Chuck Stonecypher and Steve Guch (left to right) march proudly in the American Heart Association Walk, sponsored by Litton Laser Solutions to promote health and fitness of employees.

cial aid program, credit union access, vendor fairs and legal services.

Company Culture

Litton's employee base represents a wide range of age groups. The social activity func-

tions are planned to accommodate all groups. The SAC holds children's theater productions for all age groups and active sports events for the athletically inclined. The committee strives to plan something for everyone.

Committee members incorporated discounts from *NESRA's Buyer's Guide* to further enhance the variety of planned events. Since Litton is located in Central Florida, home of major theme parks, employees often entertain out-of-town guests. The SAC and NESRA have helped them out tremendously.

Additional Services

Litton has created several other programs designed to make life easier for their employees and their families. The company offers everything from discounted health club memberships and Weight Watchers At Work meetings for health improvement, to discounted banking and AAA memberships for household assistance, to awards and parties for service, to scholarships and training for personal development. The company is constantly improving these by reviewing what has been successful and well received



Employees, spouses and children participate in the crafts table at the Litton Children's Holiday Party. Other events include photos with Santa, holiday videos, a cookie exchange, face painting and animal balloons.

by the employees, and by making changes where appropriate to better suit the needs of the people.

Improving the Programs

The review process of the SAC's programs involve several different measuring tools. The committee begins by surveying its employees periodically. They also review each program and analyze its place in the company's culture. The committee recruits new members to serve on various committees to receive new input on the programs. And, the committee is always looking for fresh ideas that can add a new feature to their current programs. An example of this would be when Litton integrated NESRA's promotional materials into their program two years ago.

Lastly, the SAC has improved its communication and advertising efforts by adding bulletin boards, which display notices and photographs, in high traffic areas at the company. The committee uses an e-mail bulletin board and their intranet to improve attendance at their functions.

Establishing Budgets

The SAC generates annual budgets with periodic reviews to make required adjustments. During this process, a budget is set aside to accommodate the various activities implemented for employee services. There are budgets established for the Wellness Account, the Social Activities Committee Account, the Holiday Party Committee Account, and the Employee Welfare Account. All accounts are managed by human resources. When it is time to review the budget for subsequent years, the annual sales position and employee head count are tallied and compared to what may be allocated for these accounts. They also consider what has been expended in the past year. Then, the new budget is determined and adhered to by those managing the accounts.

Accommodating Employees' Needs

The Litton Quality Policy includes a statement concerning the "Quality of Life for Ourselves and Our Families;" and the SAC considers this statement each time they implement a new program. In selecting the dates for events, the committee always takes into consideration

EMPLOYEE GIVING PROGRAMS

United Way

United Way payroll deductions are permitted. Annual employee contributions range from \$10,000-\$13,000.

American Heart Association

The American Heart Association Heart Walk was supported in October, 1998. Employees collected \$2,948. Litton participated by sponsoring a route marker sign for an additional donation.


"Loaves and Fishes" Charity

The annual Holiday Party supports a local charity each year by collecting donations of toys and personal goods. "Loaves and Fishes" was supported in 1998 with many large boxes of donations delivered to support this charitable organization.

American Red Cross

Over \$1,600 in donations was collected and matched by the company for the devastating tornadoes that traveled very near the Litton facility in February 1998. About \$3,200 was donated to the American Red Cross for their Tornado Relief Fund.

third-shift workers, attempting to appeal to the widest audience whenever possible.

When employees are happier and healthier, they make better employees. Through all the various offerings of the Litton program, they have many options to choose from that can improve their disposition. 

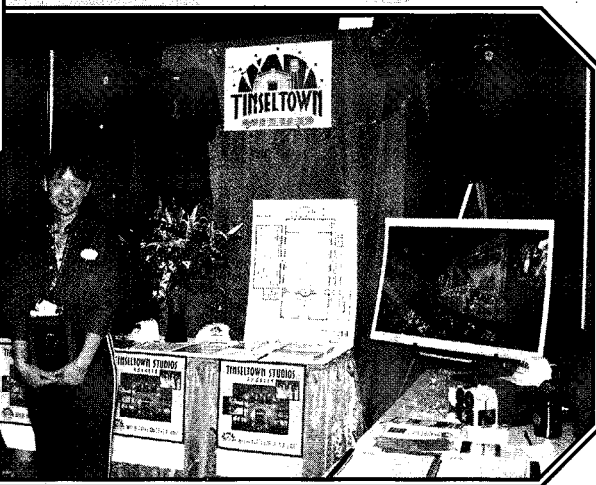
NESRA RECOGNIZES EXHIBITORS FOR THEIR EXHIBITING SKILLS AND LONG-TERM COMMITMENT

JOHN DAVIS BEST BOOTH AWARD

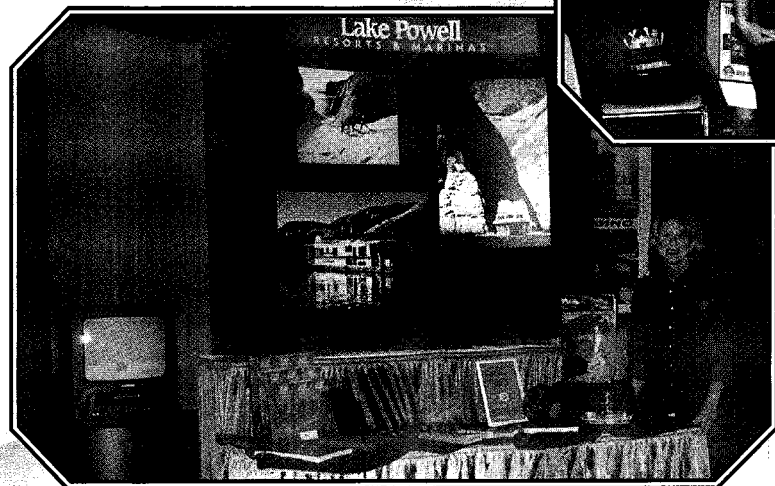


1st Place
Universal Studios Hollywood

2nd Place
Tinseltown Studios



3rd Place
Lake Powell Resorts



**The following 1999 Exhibit Hall judges
volunteered their time to evaluate each
of the 192 Exhibit Booths to
determine the above winners**

Myron Ascher, CESRA
Risk Enterprise Management, Ltd.

Doug Chadbourne
Pacific Service Employee Association

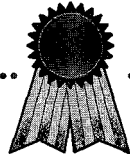
Barbara Halcomb
Farm Bureau Insurance

Marci Kinnin, CESRA
CIGNA Corporation

Bobbie Ramsey
American Airlines Headquarters

**NESRA thanks the following Exhibitors who celebrated ongoing years
of participation in NESRA's Conference & Exhibit**

- 15 Years - Fujicolor Photo Service, Inc.
- 10 Years - Kissimmee St. Cloud C & V Bureau
- 5 Years - American Family Day Corporation
- 5 Years - Hotel Reservations Network
- 5 Years - Solitudes



Distinguished Service Award

ROQUE HONORED FOR SERVING NESRA

The National Employee Services and Recreation Association (NESRA) honored Gloria Roque, RVESRA, chair, ABC Activities Committee, New York, NY, with NESRA's Distinguished Service Award for her outstanding long-time contributions of time and expertise to NESRA. This is a very special award. Over the past 57 years, this award has been given to only a select few individuals who represent the definition of the word "volunteer." Their efforts have helped NESRA progress and they have earned the respect of their peers.

Roque, a recognized volunteer employee services and recreation administrator (RVESRA), has been a NESRA member for almost 20 years. She held leadership positions with NESRA including national director, Vice President and 1996 NESRA President. Roque is very active in her local chapter, NESRA of New York, having served as their president for a number of years. She was actively involved in two recent

Northeast Regional Conferences and has generously made herself available to the NESRA membership in any capacity that is requested of her. She is currently serving as a National Director at Large on the NESRA Board of Directors.

Roque received NESRA's Distinguished Service Award on April 27, 1999 during the Member Appreciation Luncheon at NESRA's 58th Annual Conference & Exhibit in Las Vegas, NV.



Gloria Roque
RVESRA,
chair, ABC Activities Committee

**Over The Past
57 Years, This
Award Has
Been Given
To Only A
Select Few
Individuals
Who Represent
The Definition
Of The Word
"Volunteer"**

Welcome NESRA Members

*Present this coupon at
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15% Off Room Rates

*Must present this flyer to receive discount.
Not valid during special events or with other offers or discounts.*

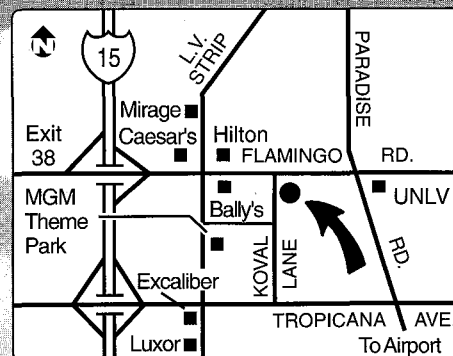
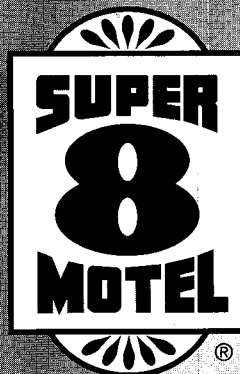
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NESRA's 1999/2000 Buyer's Guide

How To Use NESRA's Buyer's Guide For Employee Benefits!

NESRA's 1999/2000 Buyer's Guide is a tool to help you begin, improve or expand your employee services program, including your employee store. It is an annual listing of NESRA National Associate Members. This directory was developed with information including prices and descriptions that were furnished by the Associate Members.

RETAIN THIS SECTION. It becomes a handy resource for employee discounts. New National Associate Members are listed monthly in the "Buyer's Guide Update" section of *Employee Services Management* magazine. Keep a copy of the Update with your directory to maintain a current resource.

NESRA's 1999/2000 Buyer's Guide is currently updated and accessible on the Internet through NESRA's website <http://www.nesra.org>.

Only NESRA members will receive NESRA discounts. Read through NESRA's 1999/2000 Buyer's Guide to see what is available to you and your employees and call the contact listed to receive more information about the companies' products/services. Always identify yourself as a NESRA Member when calling and in some cases, should the Associate Member furnish a NESRA identification number to your organization, use your company's assigned number.

1999/2000 Buyer's Guide

Table of Contents

To enhance the use of this Buyer's Guide, we provide the following quick reference that contains the nine categories of suppliers, the page the category begins and a description of the products/services found in that category:

Awards/Recognition/Gifts B3

Plaques, ribbons, engraved items, or any special type of item or merchandise used to recognize employees' merits

Family Entertainment B4

Attractions, amusement parks, tourist attractions, shows, family fun places and events

Fitness/Sports Equipment/Sportswear B6

Products to assist the promotion of wellness and fitness including sporting goods, magazines, sports clothing and accessories and fitness facility items

Hotels/Resorts B6

Listed first by multi-locations and then alphabetically by state

Merchandise/Discount Cards B12

Merchandise offered to employees at a discount including discount cards and services. General merchandise/items to be sold in an employee store

Photo Services B15

Photo products and professional film developing programs offered at companies

Specialty/Professional Services B16

Services—financial, printing, consulting, special event planners, etc.

Travel B18

Travel services—air, bus, car rental, cruise lines and tour services

Visitors/Convention Bureaus B20

Information on facilities and services in specified areas



NESRA Headquarters • (630) 368-1280

For new National Associate Members added since this printing—
check *Employee Services Management's* magazine each month
or find us on the Internet at <http://www.nesra.org> for a current listing of offerings.

Awards/ Recognition/Gifts

Awards By Kaydan

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Antioch IL 60002-1508
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847-395-7150 FAX
E-mail: AwbyKaydan@aol.com
Contact: Kathy Iglehart

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E-mail: specialmarkets@bulova.com
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Contact: Anita Jancewicz

K•B Toys offers many exciting toy, video and computer software choices, great for adults and kids alike. K•B Toys Gift Checks are redeemable at over 1,300 stores located in the 50 states and Puerto Rico. Certificates may feature a custom message and come with a matching gift envelope. Volume discount available on qualifying orders. Call our toll-free 888 number and give your recipients a chance to shop where there's something for everyone!

Loews Cineplex Entertainment Special Products Group

607 Boylston St
Boston MA 02116-3604
800-576-7849
617-425-5177 FAX
E-mail: sonyloews@aol.com
Contact: Angelique Danikian

Loews Cineplex Entertainment Special Products represent the discount ticket and gift certificate programs of your favorite entertainment destinations-Loews Theatres, Cineplex Odeon Theatres, Sony Theatres, Sony Imax Theatres, Loews Cineplex Imax Theatres, Star Theatres and Magic Johnson Theatres. Our programs can be used by your company as corporate incentives, staff benefits, marketing promotions or for resale at your employee store. With a savings of over 30 percent off the box office price, our discount tickets and gift certificates are out of this world!

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800-877-7337
310-287-4617
310-842-4430 FAX
E-mail: cmatazara@sees.com
Contact: Carolyn Matazara

See's Candies offers fresh, quality, boxed chocolates and candies available at significant discounts for employee group and association purchases, employee stores, corporate gifts and incentives, and employee association fund-raising. Gift certificates and many items available all year. Holiday specialties for Valentine's Day, Easter and Christmas are available.

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800-255-5506
360-332-1802 FAX
E-mail: tcsales@tchocolate.com
Contact: Nancy Blair

Totally Chocolate offers a wide variety of unique chocolate items, perfect for employee awards and incentives, corporate gifts and company stores. Any logo or art can be reproduced in chocolate.

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Contact: Brad Reisner

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E-mail: bgaley@zippo-usa.com
Contact: William Galey

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*Lori Meredith
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201-845-5155 FAX
URL: www.4Adventure.com
E-mail: Craig.Batten@Anheuser-Busch.com
Contact: Craig Batten

Your membership to adventure! Club U.S.A. offers NESRA members the best year-round benefits to all Anheuser-Busch Adventure Parks®. For more information on how to become a Club U.S.A. member, call 888-9CLUBUSA! (Membership available to corporations with 100 or more employees and an established benefit distribution system.) Our exciting adventure parks include: SeaWorld Orlando, SeaWorld San Diego, SeaWorld Cleveland, SeaWorld San Antonio, Busch Gardens Tampa Bay, Busch Gardens Williamsburg, Adventure Island Tampa Bay, Water Country U.S.A. Williamsburg and Sesame Place near Philadelphia, PA. New in 1999, GWAZI, the largest tangling double wooden roller coaster in the Southeast at Busch Gardens Tampa Bay!!!

Auditorium Theatre Council

50 E Congress Pkwy
Chicago IL 60605
312-431-2397
312-431-2360 FAX
Contact: Judie Moore Green

The Auditorium Theatre Council, an Illinois not-for-profit corporation, is committed to presenting the finest in international cultural and community programming to Chicago. Group discounts are available for most performances when purchasing 20 or more tickets. Call 312-922-2110 ext. 5.

Brunswick Recreation Centers/Leiserv, Inc.

1 N Field Ct
Lake Forest IL 60045-4811
847-735-4587
847-735-4503 FAX
URL: www.brunswickbowling.com
E-mail: sue_schory@brunbowl.com
Contact: Sue Schory

Brunswick, one of the largest chain operators of family bowling and recreation centers in North America, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis. In addition, Brunswick's new futuristic, glow-in-the-dark Cosmic Bowling is perfect for company parties, group outings and fund-raising events.

CN Tower

301 Front St W
Toronto ON M5V2T6 CANADA
416-601-4705
416-601-4712 FAX
E-mail: jrobinso@cntower.ca
Contact: Jack Robinson

CN Tower—The World's Tallest Building—is the gateway to Toronto's entertainment district. Canada's most celebrated architectural triumph now boasts new attractions, shopping and dining, along with the world's most spectacular view, including the spell-binding Glass Floor.

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516-467-0364 FAX
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E-mail: enchanted@worldnet.att.net
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Grand Canyon Railway (The)

1201 W Route 66 Ste 200
Flagstaff AZ 86001-6237
520-773-1976
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URL: www.thetrain.com
Contact: Thomas Ripp

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313-982-6247 FAX
E-mail: vickiel@hfmvgv.org
Contact: Vickie Lumetta

America's largest indoor/outdoor museum tells the story of the country's evolution from a rural to an industrial society. "The Automobile in American Life," a multimedia study of car culture in the U.S., headlines the museum's exhibits on transportation, communication, household furnishings and entertainment. Visitors to the village can tour the historic homes and workplaces of such famous Americans as Thomas Edison, Henry Ford, George Washington Carver and the Wright Brothers. Enjoy horse-drawn carriage rides in summer and sleigh rides in winter.

Knott's Camp Snoopy

Mall Of America
5000 Center Ct
Bloomington MN 55425-5500
612-883-8531
612-883-8683 FAX
E-mail: bkreutzi@campssnoopy.com
Contact: Beth Kreutziger

Knott's Camp Snoopy is a seven-acre indoor theme park set in the heart of Mall of America—the nation's largest shopping and entertainment complex. Our group programs include corporate ticket consignment, mix-in events, private parties and picnics.

Legoland California

1 Lego Dr
Carlsbad CA 92008-4610
760-438-5346
760-603-0032 FAX
E-mail: karenk@america.lego.com
Contact: Karen Knight

LEGOLAND California will open in Spring of 1999. Located in Carlsbad, (30 minutes north of San Diego), LEGOLAND will offer families with children the ultimate shared experiences with a full day of LEGO attractions, rides and hands-on play areas.

Livent, Inc.

165 Avenue Rd Ste 200
Toronto ON M5R 3S4 CANADA
416-324-5474
416-324-5495 FAX
E-mail: khicks@livent.com
Contact: Kevin Hicks

Livent Inc. is one of North America's leading producers of live theatrical productions such as The Phantom of the Opera, Show Boat, Joseph and the Amazing Technicolor Dreamcoat, Candide and Ragtime. Call to organize a group of 20 or more employees.

Medieval Times Dinner & Tournament North America

7662 Beach Blvd
Buena Park CA 90620-1838
714-634-0213
714-670-2721 FAX
Contact: Jim Lennartson

Call now to enroll in the Medieval Times exclusive year-round KnightClub Card program, offering a savings of 15 percent off regular adult or child admission any day but Saturday. Valid at California; Chicago; Dallas; Florida; New Jersey; South Carolina and Ontario, Canada castles. Additionally, cardholders enjoy a 10 percent savings on merchandise in our gift shops. KnightClub Cards are available at no cost. Each Medieval Times castle offers group rates for that special company outing and a consignment ticket program. Contact your local NESRA representative. Take advantage of these exciting discounts for your employees and their families to see the show that's become a legend.

New York Yankees

Yankee Stadium
161st St & River Ave
Bronx NY 10451-2194
718-293-4300 x552
718-293-8431 FAX
Contact: Tony Morante

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Guided tours available Monday through Friday 10 a.m.-4 p.m. by appointment year-round (non-game days only). Minimum groups of 12 people. Adults \$6, Children \$3, Students \$2, Senior Citizens \$1.

Niagara Parks Attractions & Restaurants

Box 150
7400 Portage Rd
Niagara Falls ON L2E 6T2 CANADA
877-642-7275 (toll-free)
905-356-8448 FAX
URL: www.niagraparks.com
E-mail: grpsls@niagaraparks.com
Contact: Betsy Foster

Niagara Parks in Niagara Falls, Ontario, Canada offers NESRA members the Explorer's Passport Plus—a sightseeing package that includes admission to the Spanish Aero Car, Great Gorge Adventure, Journey Behind the Falls, and a one-day pass for our hop-on, hop-off shuttle bus through the sale of consignment tickets in your store. Call our toll-free number for details.

Richard Petty Driving Experience

Walt Disney World Speedway
3450 N World Dr
Lake Buena Vista FL 32830
407-939-0130
407-939-0137 FAX
Contact: Tonya Burrell

At Richard Petty Driving Experience, guests can drive a real Winston Cup Stockcar. We offer a variety of programs to suit your needs at our 15 different locations including the Walt Disney World Speedway in Orlando, FL. Ten percent discount is offered for NESRA members good for the Walt Disney World location only. What are you waiting for? Experience it!

San Diego Zoo/San Diego Wild Animal Park

10946 Willow Ct Ste 300
San Diego CA 92127
619-675-7900
619-675-7911 FAX
URL: www.sandiegozoo.org
Contact: Mary Lou Antista-Suba

At the San Diego Zoo and the San Diego Wild Animal Park, we offer ticket consignment programs, the Zoofari Club card program for companies with 100-plus employees, picnics and group outings for all sizes of groups.

Shear Madness

74 Warrenton St
Boston MA 02116-5622
800-992-9035
617-695-1230 FAX
URL: www.shearmadness.com
Contact: Janis James

Shear Madness is the hilarious whodunit where the audience gets to solve the crime. Set in a unisex hairstyling salon that is the scene of a wacky murder, the play is filled with up-to-the-minute spontaneous humor and it's different every time you see it. Shear Madness is delighting audiences in Boston, Chicago, San Francisco and at the Kennedy Center in Washington, DC. Generous group discounts are available. Now booking through 2000.

SMI, Inc.

The Russian Nutcracker
27 E Housatonic St
Pittsfield MA 01201-6401
413-499-1733
413-499-3820 FAX
E-mail: SMI@nutcracker.com
Contact: Clifford Fields

United Artists Theatres

9110 E Nichols Ave Ste 200
Englewood CO 80112-3451
800-784-VIPS
303-792-8773
303-792-8606 FAX
URL: www.UATC.com
Contact: Joanne Dunn

United Artists Theatres Discount Ticket Program offers an innovative, economical way to treat your employees to top box office hits priced substantially below box office prices! Tickets can be resold to employees or given as a gift, prize or reward. Gift certificates also available. Valid at any United Artists Theatre nationwide.

Universal Studios Florida

1000 Universal Studios Plaza
Orlando FL 32819-7610
407-224-6056
407-224-5931 FAX
Contact: Janet Sutton

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

Universal Studios Hollywood

100 Universal City Plz S C79-5
Universal City CA 91608
818-622-3791
818-622-0168 FAX
E-mail: mccloskey@unistudios.com
Contact: Susan McCloskey

Now everything that happens in the movies happens to you! Get ready to live the most spine-tingling adventure in 65 million years. Jurassic Park The Ride brings the biggest blockbuster ever, thundering to life on the most spectacular water ride of all time. Then, scream through time on Back To The Future—The Ride from the 21st Century. Catch a tidal wave of action as Waterworld—A Live Sea War Spectacular, brings the hit movie surging to life. New this year, Totally Nickelodeon comes screaming to life right before your very eyes. Universal Studios Hollywood, where Hollywood and you come alive.

Walt Disney's Magic Kingdom Club
PO Box 4489
Anaheim CA 92803-4489
714-781-1550
714-781-1540 FAX
Contact: Lisa Goldman

The Magic Kingdom Club offers a variety of Disney leisure benefits and discounts at Disneyland Resort; Walt Disney World Resort; Disneyland Paris; and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and Japan. Your Magic Kingdom Club Membership Card and Guide are available at your personnel or employee services office.

Wet'n Wild, Inc.
6200 International Dr
Orlando FL 32819
407-351-1800
407-363-1147 FAX
URL: www.wetnwild.com
E-mail: kavery@wetnwild.com
Contact: Kelly Avery

Wet'n Wild, America's best-attended water park, is Florida's "Fun in the Sun" spot! Wet'n Wild features the best variety of multi-passenger thrill rides in Orlando, including signature rides like the Black Hole, Bubba Tub and Fuji Flyer. Wet'n Wild Orlando is just minutes away from Universal Studios Escape on International Drive. We offer a \$3 Sun'n Surf Club discount to NESRA members.

Wisconsin Dells Passport To Pleasure Program
560 Wisconsin Dells Pky
Wisconsin Dells WI 53965-0065
608-254-2525
608-254-6103 FAX
E-mail: bartlett@dellsnet.com
Contact: Kristi Meister

Your employees can save up to 35 percent on the area's most popular attractions—the more you see, the more you save. Call or FAX for further details on this free industrial promotion.

Fitness/Sports Equipment/Sportswear

All American Golf, Inc.
112 E Van Buren
Joliet IL 60432
815-726-0500
815-726-0544 FAX
E-mail: ylkgolf@aol.com
Contact: Edward Rhee

All American Golf, Inc. is a manufacturer of golf bags, clubs and accessories. The company has served golf industries for over 20 years and specializes in corporate promotions and incentives. NESRA members will receive a 30 percent discount.

Antigua Group, Inc. (The)
9319 N 94th Way
Scottsdale, AZ 85258
602-860-1444
602-860-0083 FAX
Contact: Dan Moore

Antigua offers men's and ladies' sportswear along with golf and business accessories. Antigua is known as the "cadillac" in the corporate market with very reasonable pricing.

College House, Inc. (The)
1400 Chamberlayne Ave
Richmond VA 23222
800-888-7606
804-643-4240
804-643-4408 FAX
E-mail: CHouse601@aol.com
Contact: Ned Jones

College House proudly produces a complete line of upscale screenprinted and embroidered sportswear. We offer custom, innovative graphics created by our in-house Art Department. Please call for a catalog and details about our NESRA program.

Corporate Shoe (The)
13534 Method St
Dallas TX 75243
972-889-9886
972-889-8801 FAX
Contact: David White

The Corporate Shoe provides NESRA members with a turnkey installation and management of a brand-name athletic and safety shoe department located in either the company store or fitness center. NESRA members can receive up to a 25 percent override on gross sales. Employees can receive up to a 20 percent discount on merchandise.

J. America
8390 Old M-78
Haslett MI 48840
517-339-6100
517-339-6104 FAX
Contact: Richard Anglin

J. America offers quality embroidered sportswear and headwear. We take pride in our exclusive fabrications and styling in golf shirts, woven shirts, sweatshirts, windshirts, outerwear, and caps. Our products are in stock at wonderful prices and sold with a smile.

Hotels/Resorts

Multi-location

Best Western Int'l, Inc.
6201 N 24th Pkwy
Phoenix AZ 85016-2023
800-528-1234
602-957-5809
602-957-5643 FAX
URL: www.bestwestern.com/best.html
Contact: Maribeth Brinkmann

Best Western International, Inc., is the world's largest lodging brand, with more than 3,700 independently owned and operated hotels. Participating Best Western locations in the U.S., Canada and the Caribbean offer a 10 percent savings opportunity. For reservations and participating locations, call our 800 toll-free reservations number and ask for your NESRA plan code OM. Across the street from ordinary.sm

Cendant Corp. Hotel Discounts
1 Sylvan Way
Parsippany NJ 07054
973-496-2329
973-496-1084 FAX
E-mail: steve.clary@cendant.com
Contact: Steve Clary

Cendant Corp. is the parent company of Days Inn, Howard Johnson, Ramada and Travelodge hotel companies. We offer discounts up to 30 percent off to all NESRA member companies at over 5,000 hotels in North America.

Choice Hotels Int'l

10750 Columbia Pike
Silver Spring MD 20901-4427
800-4-CHOICE
301-592-5134
301-592-6192 FAX
Contact: Kelly Stanton

Choice Hotels Int'l. (CHI) has more than 3,000 locations worldwide. NESRA members receive a 10 percent discount at participating Sleep, Comfort, Quality, Clarion, Econo Lodge and Rodeway Inns, Hotels and Suites (advance reservations required). A free continental breakfast is available at most locations and kids (18 and under) stay free.

Forever Resorts

PO Box 52038
Phoenix AZ 85072
480-998-1981
480-998-7399 FAX
URL: www.foreverresorts.com
Contact: Raigan Irwin

Forever Resorts offers various vacation destinations including luxurious houseboat rentals available in CA, GA, KY, MO, NV and TX, as well as Holiday Inn-Estes Park, CO, Signal Mountain Lodge in the Grand Tetons and Mormon Lake Lodge 17 miles south of Flagstaff, AZ. Discounts available for NESRA members.

Hotel Reservations Network

12000 Biscayne Blvd Ste 216
Miami FL 33181
800-964-6835
305-892-6880
305-892-4443 FAX
URL: www.hoteldiscount.com
E-mail: hotelres@hoteldiscount.com
Contact: Robert Diener

Hotel Reservation Network offers discount hotel rates of up to 65 percent off for NESRA members in major cities including New York, Boston, Washington, D.C., Chicago, Orlando, San Francisco, Los Angeles, Hawaii, London, Paris and South Florida. Stay first class at economy rates. Call for details.

Motel 6

14651 Dallas Pkwy Ste 500
Dallas TX 75240
800-4-MOTEL
214-702-6926
214-702-5947 FAX
Contact: Ronda Wolpert

With more than 780 motels nationwide, Motel 6 offers the lowest prices of any national chain and always clean, comfortable rooms. You'll enjoy free local phone calls, no access charge for long distance, free HBO/ESPN and most offer a swimming pool. For toll-free reservations, call our 800 number.

Orlando Sunshine Sales & Marketing

5529 International Dr
Orlando FL 32819
407-248-9664
407-248-9968 FAX
Contact: Jeffrey Morris

Bluegreen Corp. owns and operates a system of superior vacation ownership resorts around the U.S.A. and Aruba and sells/finances beautiful residential land and golf communities throughout the country. Bluegreen is over 30 years old and is listed on the New York Stock Exchange (BXG).

Red Roof Inns, Inc.

4355 Davidson Rd
Hilliard OH 43026
800-THE-ROOF
614-876-3322
614-771-9695 FAX
URL: www.redroof.com
E-mail: bmayer@redroof.com
Contact: Brian Mayer

Red Roof Inns is a leading economy lodging chain with over 300 inns in 36 states. These inns offer great value and provide the familiar comfort of extras like alarm clock radios, unlimited local calls, free ESPN, Showtime and other amenities to make you feel right at home. Call our 800 number for reservations. Use CP504855 to receive the 10 percent NESRA discount.

Sterling Property Mgt/Super 8 Hotels

4250 Koval Ln
Las Vegas NV 89109
702-794-0888
702-794-3504 FAX
E-mail: super8motel@lvirmci.net
Contact: Diana Webber

Sterling Property Management has over 10 properties in the Western States with locations in America's top leisure and business cities, including Las Vegas, NV, Scottsdale, AZ, Albuquerque, NM and Washington State, Montana and Utah. Come and stay with us. Life's great at Super 8™.

Venquest Hotels

18700 Mac Arthur Blvd
Irvine CA 92612-1478
949-833-9090
949-833-2770 x417
949-757-0330 FAX
E-mail: mnelson@atriumhotel.com
Contact: Marlene Nelson

Venquest represents unique hotels located in the prime vacation areas of Irvine/Newport Beach and Long Beach, CA and Denver, CO. Ideally located with easy access to major attractions and sports events. Each Venquest hotel offers substantial discounts to NESRA Members. Call now for locations and available discounts.

Windmill Inns Of America (AZ, CO, OR)

15220 N 75th St
Scottsdale AZ 85260
800-547-4747 Reserv.
480-443-0909
480-443-9296 FAX
URL: www.windmillinns.com
E-mail: KathyS@jeld-wen.com
Contact: Cathlene Wasson

Windmill Inns represents unique hotels located in recreation areas of AZ, CO and OR, plus building in Napa, CA. We deliver our "Good Morning Windmill Breakfast" to your door. Enjoy our pools, bicycles and lending library. Please ask for your NESRA rate when making reservations. Call now for discounts!

Wyndham Int'l

1950 Stemmons Frwy #6001
Dallas TX 75207
214-863-1646
214-863-1154 FAX
E-mail: beltzholtz@wyndham.com
Contact: Bill Eltzholtz

Wyndham Hotels & Resorts has more than 100 locations coast to coast, in Canada and the Caribbean. Choose from a variety of accommodations from our full-service hotels to our Garden Hotels, to our historic Grand Heritage Hotels, to our Resorts.

Arizona**Aramark, Inc.**

2233 W Dunlap Ste 400
Phoenix AZ 85021
800-528-6154
602-331-5226
602-331-5258 FAX
E-mail: Goodwin-Leslie@ARAMARK.com
Contact: Leslie Goodwin

Lake Powell Resorts & Marinas, managed by ARAMARK, is a concessionaire of the National Park Service. Lake Powell is located in the heart of the Grand Circle in Arizona and Utah with two lodges and five marinas; house powerboat and water toy rentals. Boat tours and float trips are also offered. The NESRA discount is 10 percent in value season.

California

Anaheim Ramada Inn Near Disneyland

1331 E Katella Ave
Anaheim CA 92805
800-228-2828
714-978-8088
714-937-5622 FAX
E-mail: sales@anaheimramada.com
Contact: Loreta Shaddock

The Anaheim Ramada Inn (receiver of the Ramada Gold Key award for the fourth time) stands for exceptional service and cleanliness. This beautifully-landscaped property with palm trees and a 10-foot rock waterfall is located less than one mile from Disneyland with free shuttle service. Amenities include tea/coffee makers, irons, hair dryers, safes, remote control TV with on-command movies in all rooms. Other amenities include heated pool, whirlpool, two sauna rooms, laundry room, fitness room, full service restaurant (with room service), sports bar and gift shop. NESRA rate \$55 plus tax (1-4 persons per room) call our 800 number and ask for I.D. code LP05 for property #708.

Best Western Stovall's Hotels

1544 S Harbor Blvd
Anaheim CA 92802
800-854-8175 x4
714-776-4800
714-758-1396 FAX
E-mail: stoval@aol.com
Contact: Robert Dgezits

Stovall's Best Westerns of Anaheim offers four newly remodeled hotels surrounding Disneyland Park in Anaheim, CA and is centrally located to most southern California attractions. NESRA members receive special rates.

Four Points by Sheraton

1500 S Raymond Ave
Fullerton CA 92831
714-635-9000 x288
714-520-4622 FAX
Contact: Aida Aleman

We are a sparkling new full-service hotel. NESRA members can choose from discount packages that include Disneyland Park admission or a Weekend Getaway that includes a Champagne Sunday Brunch. For more information or reservations, give us a call.

Inn Suites Hotels

7555 Beach Blvd
Buena Park CA 90620
714-522-7360
714-523-2883 FAX
Contact: Arlene Jones

This 185-suite hotel is just minutes from Disneyland and one block from Knott's Berry Farm. Guests can enjoy a free, full breakfast buffet and Wednesday-night barbecues. All rooms include microwaves, refrigerators, hair dryers, coffee makers and tea makers. Rates are \$69 July-August and \$49 September-June. Two room family suites and Jacuzzi suites are available.

Pacifica Hotel Company

1033 Anacapa St
Santa Barbara CA 93101
805-899-2400
805-899-2424 FAX
E-mail: nadinet@pacifichotelco.com
Contact: Nadine Turner

Hotel Values! Charming hotels in California—many on the beach! Ideal "getaway" locations. NESRA members receive 10 percent off and many seasonal specials with further reduced rates. In Redondo Beach, Palm Springs, Marina Del Rey, Ojai, Santa Barbara, Pismo Beach, Cambria, Hermosa Beach, Venice, La Jolla, CA; Phoenix, AZ; and more.

Resort At Stallion Springs (The)

18100 Lucaya Way
Tehachapi CA 93561-5456
714-761-5509
714-761-7949 FAX
E-mail: bblukens@pacbell.net
Contact: Beverly Lukens

An "OUT OF THE CITY, OUT OF THE ORDINARY" resort with exceptional golf, tennis, recreational and conference facilities. Located a short two-hour drive from Los Angeles, very affordable rates makes this resort perfect for getting away, meetings and reunions.

Sutton Place Hotel (The)

4500 Mac Arthur Blvd
Newport Beach CA 92660
949-476-2001
949-476-0153 FAX
E-mail: info.@npb.suttonplace.com
Contact: Cindy Lindsay

The Sutton Place Hotel-Newport Beach is a deluxe hotel conveniently located near the shopping, beaches and boat harbor of Newport Beach and minutes from Disneyland and Knott's Berry Farm. Enjoy deluxe accommodations in a four-star hotel offered to NESRA members at a 50 percent discount, subject to availability. Call today for reservations.

Florida

Adam's Mark Clearwater Beach Resort

430 S Gulfview Blvd
Clearwater FL 33767
813-298-5001
813-443-5714
813-442-8389 FAX
Contact: Mary Hutchcraft

Here at the Adam's Mark Caribbean Gulf Resort you will find luxurious waterfront accommodations overlooking the white sands and warm aqua-blue waters of the Gulf of Mexico. The Adam's Mark features a large heated pool and whirlpool, superb dining, a high-energy dance club and Florida's most beautiful sunsets from our waterfront Tiki Bar. Championship golf, tennis, boat rental and fishing excursions are nearby. To make your stay as carefree as possible, we offer laundry service, car rental, money exchange, complete tour planning assistance and much more.

Avista Properties

5245 W Irlro Bronson Mem Hwy
Kissimmee FL 34746
407-396-7700
407-396-0293 FAX
Contact: Kelie Smit

Quality hotels in the Disney resort area, including the new Days Inn Eastgate and Quality Inn Maingate West. In May 1998, the brand new Hampton Inn Maingate West opened; the closest Hampton to Walt Disney World. Also opened in 1998 is the Homewood Suites and Hampton Inn Lake Buena Vista.

Buena Vista Suites

PO Box 22826
8203 World Center Dr
Lake Buena Vista FL 32830
800-537-7737 Reserv.
407-239-8588
407-239-1401 FAX
URL: www.bvsuites.com
E-mail: reservations@bvsuites.com
Contact: Elaine Bost

Looking for a treat for the whole family? Located one-and-a-half miles from Walt Disney World® Resort, Buena Vista Suites is in the center of all there is to see and do in Orlando, and convenient to all major attractions. Buena Vista Suites features 280 spacious two-room suites with a private bedroom and separate living room with a sofa bed. Suites accommodate up to six people (max. four adults). Your suite includes an in-room coffee maker, refrigerator, microwave and wet-bar, two TVs and a video player. Enjoy a free full American breakfast buffet daily and free scheduled transportation to the Magic Kingdom, Epcot Center, Disney-MGM Studios and Disney's Animal Kingdom. NESRA Suite Travel Club Special—\$105 plus 11 percent tax per suite, per night. Rate subject to availability and advance reservations required. Must request NESRA rate when booking and show company I.D. at check-in. Rate valid through 12/22/99.

Castle DoubleTree Hotel (The)

8629 International Dr
Orlando FL 32819
407-966-3113
407-248-8181 FAX
URL: www.grandthemehotels.com
E-mail: dianne@grandthemehotels.com
Contact: Dianne Christie

The 216-room DoubleTree Castle Hotel is an upscale, themed hotel with all the ambiance of a summer palace. Guests are greeted by towering spires, rooftop terraces, dancing fountains and brilliant sculptures. Our mystically landscaped grounds, with a grand swimming pool, pool bar, hot tub, two themed restaurants, gift shop and game room, create the feeling of a majestic castle courtyard. Ask for the Royal Passport rate.

Comfort Suites Resort Maingate East

2775 Florida Plaza Blvd
Kissimmee FL 34746
888-784-8379
407-397-7848
407-839-0402 FAX
Contact: Tom Davis

Announcing a new 198-room, all-suite hotel opening in November 1999—Comfort Suites Resort Maingate East. Two miles from Walt Disney World. Hotel pays for scheduled transportation to WDW, Universal Studios, Sea World and Wet'n Wild. Free deluxe continental breakfast. Guests have access to the business center, exercise room, pool and kiddie pool, and Tiki Bar.

Hotels/Resorts

Enjoy Florida Hotels

7514 W US 192
Kissimmee FL 34747-1724
800-290-2885
407-390-9124
407-390-1182 FAX
E-mail: sales@enjoyflorida.hotels.com
Contact: William Terrill

Enjoy Florida Hotels offers six properties in the Orlando/Kissimmee area with a variety of rates and amenities. All hotels have free Disney shuttle service and are conveniently located to major attractions. The Holiday Inn Express on International Drive offers a complimentary breakfast bar. Econo Lodge Maingate East, Econo Lodge Maingate Hawaiian, Ramada Inn Westgate, Ramada Inn Resort Maingate and Holiday Inn Maingate West are in the Kissimmee attraction area.

Holiday Inns Florida Collection

1300 N Atlantic Ave
Cocoa Beach FL 32921
407-903-1571
407-783-0489 FAX
Contact: Amy Peters

Six deluxe Holiday Inns in Florida's most requested locations offer special NESRA rates. Orlando International Airport; Orlando International Drive Resort; Orlando NIKKI Bird Resort, Disney World area; Winter Park; Cocoa Beach Oceanfront Resort and Tampa Busch Gardens.

Howard Johnson Maingate Resort

8660 W Irlo Bronson Mem Hwy
Kissimmee FL 34747
800-638-7829
407-396-4500
407-396-8045 FAX
Contact: Nasreen Ahmed

This affordable resort is located on 15 acres, only four miles from Walt Disney World. The grounds include 435 oversized rooms, two restaurants, a gift shop, lounge, three pools (one heated and covered), tennis, volleyball, basketball, fitness center, whirlpool, kiddie pool and game room. Free transportation to Disney Theme Parks. Special NESRA member rate is \$39 net (based on availability) with a \$20 surcharge 6/4/99-8/14/99 and special events.

Island One Resorts

2423 Sand Lake Rd Ste 100
Orlando FL 32809
800-892-7523 x2146
407-363-7475
407-354-2109 FAX
Contact: Charles Linden

Island One Resorts is a premier collection of themed resorts in Orlando. You'll find a world of ways to relax and have fun vacation after vacation. The resorts are only minutes away from a myriad of attractions including Walt Disney World, Universal Studios and Sea World.

M&J Wilkow Hotel Group

6800 Villa DeCosta Dr
Orlando FL 32821
407-239-8808
407-239-0710 FAX
URL: www.rauadtspaworld.com
E-mail: holly@mjlwilkow.com
Contact: Holly Caracciolo

M&J Wilkow offers NESRA members more than a 30 percent discount at either of its Orlando resorts. Join the Passport To Savings Club and receive extras. It's free! Choose from Ramada Suites by SeaWorld, a full-service, all-suite resort, or Howard Johnson Enchanted Land Resort, offering affordable themed kids rooms only three miles from Magic Kingdom.

Outrigger Beach Resort

6200 Estero Blvd
Ft Myers FL 33931
800-749-3131
941-463-3131
941-463-6577 FAX
E-mail: sales@outriggerfmb.com
Contact: Jeanne Bigos

Outrigger Beach Resort is a family friendly Fort Myers beachfront resort! Great fun, lots of sun; all served with a smile and a 25 percent discount for NESRA members. Includes full resort amenities and it is close to golf, fishing, shopping and attractions. Call our 800 number for details.

Radisson Plaza Hotel Orlando

60 S Ivanhoe Blvd
Orlando FL 32804-6493
407-425-4455
407-843-0262 FAX
Contact: Jennifer Maki

The newly renovated Radisson Plaza Hotel Orlando is a 340-room, full-service, deluxe hotel. Offering an outdoor pool, tennis courts and health club, the Radisson Plaza is ideally located just minutes from downtown, the International Airport and all of Central Florida's most exciting attractions.

Radisson Resort Parkway

2900 Parkway Blvd
Kissimmee FL 34747
800-634-4774
407-396-6792 FAX
E-mail: Lredmond@RadissonParkway.com
Contact: Lara Redmond

The Radisson Resort Parkway is located just one-and-a-half miles from Walt Disney World. Parkway has two pools, one with a waterfall/waterslide. Other features include the following: restaurant, lounge, deli, fitness center, snack bar, kids-eat-free program, free scheduled transportation to major attractions, laundry facilities, Pizza Hut pizza and tropical gardens.

Red Roof Inn Resort at Maingate

7491 W Irlo Bronson Mem Hwy
Kissimmee FL 34747
407-396-6000
407-396-9215 FAX
E-mail: rring_gm@bellsouth.net
Contact: Barbara Bright

Located one mile from Walt Disney World. The Red Roof Inn Resort at Maingate features complimentary transportation, 442 guest rooms, kids programs, and an indoor and outdoor pool. NESRA members receive up to 50 percent off.

Resort Marketing Int'l

7649 Turkey Lake Rd
Orlando FL 32819
407-351-0813
407-352-2743 FAX
URL: rmitravel.com
E-mail: mgodfrey@rmitravel.com
Contact: Monty Godfrey

Resort Marketing Int'l. offers extremely competitive rates for Florida hotels and luxury resorts. Great prices, great location, great vacations!

Sheraton Inn Lakeside

7769 W Irlo Bronson Mem Hwy
Kissimmee FL 34747
407-396-2222
407-396-7087 FAX
E-mail: sheraton@magicnet.net
Contact: Mimi Vielhauer

Under two miles from Walt Disney World's Maingate, the Sheraton Inn Lakeside sits on 27 landscaped acres, offering 651 rooms with refrigerators and coffee makers, three pools, tennis, mini-golf, paddleboats, restaurants, deli and lounge, children's playground, and 3,200 square feet of meeting space.

Sierra Suites Hotel Orlando

8100 Palm Parkway
Orlando FL 32836
800-830-4964 Reserv.
407-903-1500
407-903-1555 FAX
E-mail: teric@mail.att.net
Contact: Terri Mason

Sierra Suites Hotels are ideal mid-priced all-suite hotels offering spacious living arrangements for any length of time. Sierra Suites Hotel Lake Buena Vista is close to Downtown Disney and Sierra Suites Pointe Orlando is on Universal Way. Sierra Suites are big on amenities and small on price.

Summerfield Suites Hotel Orlando

8751 Suiteside Dr
Orlando FL 32836
800-830-4964
407-238-0777
407-238-0778 FAX
URL: www.summerfield-orlando.com
Contact: Terri Mason

Beautiful one- and two-bedroom all-suite hotel features full-size kitchens, living rooms, two private bathrooms, separate telephone lines and voice mail in each bedroom; color TV in each room and a video player in each suite. Complimentary continental breakfast daily. Centrally located to all attractions. This property offers 150 suites and complimentary scheduled transportation into Walt Disney World. NESRA members receive a 15 percent discount off rack rate subject to availability. This discount also applies to Summerfield Suites on International Drive.

Tollman Hundley Hotels

5820 W Irlo Bronson Hwy
Kissimmee FL 34746
407-396-8669
407-396-1228 FAX
E-mail: BBenn12345@aol.com
Contact: Kimberly Haddocks

Tollman Hundley Hotels offers five unique hotels catering to group and individual travelers. Choose from budget, moderate and first class hotels near all major attractions. One- and two-bedroom family suites are available at affordable prices. We offer buy-one-get-one-free admission tickets to select area attractions.

Travelodge Colonial Plaza Inn

2801 E Colonial Dr
Orlando FL 32803-5068
407-894-2741
407-896-9858 FAX
E-mail: skleinb@bellsouth.net
Contact: Steven Kleinberger

Convenient to all attractions, the Colonial Plaza Inn is within walking distance to two malls with over 35 restaurants and theaters. It is AAA-approved with a friendly staff, free HBO and use of safety deposit boxes. Refrigerator in rooms, two heated pools, whirlpool, and cafe on property.

Vacation Destinations

2520 S Atlantic Ave
Daytona Beach Shores FL 32118
877-761-0777
904-761-7401 FAX
E-mail: dr.sunfun@mailcity.com
Contact: Jay Ruberg

Vacation Destinations offers discounted hotel, resort and condominium accommodations in St. Augustine, Daytona, Orlando, Cocoa, and the Tampa-St. Petersburg area. NESRA members receive 30-50 percent off the regular rack rates. We also offer lowest airfares available!

Virgin Resort at Maingate

7491 W Irlo Bronson Mem Hwy
Kissimmee FL 34747
407-396-6000
407-396-9215 FAX
E-mail: rring_gm@bellsouth.net
Contact: Debbie Hymes

Virgin Resort at Maingate has 442 guest rooms and is located one mile from Walt Disney World with complimentary transportation, children's programs and indoor and outdoor pools. NESRA members receive up to 50 percent off.

Louisiana**Maison Dupuy Hotel**

1001 Toulouse
New Orleans LA 70112
504-586-8000
504-525-5334 FAX
URL: www.maisondupuy.com
E-mail: nmcdonald@maisondupuy.com
Contact: Nancy Mac Donald

Located in the heart of the French Quarter of New Orleans, your employees will enjoy our lush garden courtyard, outdoor pool, spacious accommodations, signature restaurant and impeccable service. Allow the Maison Dupuy Hotel to host your next employee incentive program.

Nevada

Atlantis Casino Resort

3800 S Virginia
Reno NV 89502
775-825-4700
775-826-7860 FAX
Contact: Valorie Bush

Atlantis currently offers 600 of Reno's most spacious guest rooms. Our expansion, opened in spring of 1999, includes 400 new rooms and additional meeting space. Indoor waterfalls, palm trees and thatched huts truly make Atlantis Reno's paradise.

Desert Paradise Resort

5165 S Decatur Blvd
Las Vegas NV 89118
877-257-0010
702-579-3673 FAX
E-mail: salesdpr@aol.com
Contact: Vincent Cortorillo

Beauty and paradise awaits you in Las Vegas! Desert paradise Resort is a brand new all-suites property located just two miles away from the Strip. We feature fully furnished one- and two- bedroom suites, at low prices!

Flamingo Hilton Laughlin

1900 S Casino Dr
Laughlin NV 89029
800-292-3711
702-298-5093
702-298-5129 FAX
Contact: Robin Burns

The Flamingo Hilton Laughlin Hotel/Casino Resort features 2,000 guest rooms, 20,000 sq. ft. casino, swimming pool, tennis courts, arcade, full-service restaurants, live regular and seasonal entertainment, river tour boat and 7,000 sq. ft. of banquet and meeting space.

Harrah's Laughlin Casino & Hotel

2900 S Casino Dr
Laughlin NV 89029
800-447-8700 Reserv.
702-298-4600
702-298-6855 FAX
E-mail: gshimpa@laughlw.harrahs.com
Contact: Gina Simpa

A private, soft sand beach, six restaurants, health club and top-name entertainment are just a few of the amenities that make Harrah's Laughlin Casino & Hotel the premier resort and the best value on the Colorado River. Two award-winning casinos (one for non-smokers) and the ultimate player reward program: Harrah's Total Gold. The 1,600 room hotel features river-view rooms and suites. NESRA discounted rates are available.

Mirage Casino-Hotel

PO Box 7777
Las Vegas NV 89177-0777
702-791-7171
702-792-7669 FAX
E-mail: ttazbaz@themirage.com
Contact: Tara Tazbaz

The Mirage Casino-Hotel is set amidst towering waterfalls and sparkling lagoons. Our erupting volcano, 20,000 gallon aquarium, white tiger habitat and the Secret Garden of Siegfried and Roy are entertaining attractions for all. Our guest rooms and suites are finely appointed and carefully detailed to the highest standards in comfort and luxury. The Mirage is a tropical resort offering a variety of amenities to intrigue every guest.

Riverside Resort Hotel & Casino

PO Box 500
Laughlin NV 89029
800-227-3849
702-298-2535
702-298-2612 FAX
Contact: Mike Scanlon

Located on the beautiful Colorado River, this resort offers 1,405 spacious rooms and suites and features gourmet dining; 24-hour restaurant; Prime Rib Room; Buffet Room seating 422; two pools; six, first-run movie theaters; lounge entertainment; Western dance hall; top name performers in Don's Celebrity Theater; Race and Sport book; convention facilities; a classic car collection with free admission; dance studio; tea dances; 900 RV spaces and a 119-passenger tour boat.

Ohio

Holiday Inn Express-Kings Island

5589 Kings Mills Rd
PO Box 425
Kings Island OH 45034-0425
800-227-7100 Hotel
513-398-0970 Sales
513-398-9537 FAX-Sales
URL: www.hiexpresskingsisland.com
E-mail: info@hiexpresskingsisland.com
Contact: Tracey Paugh

Holiday Inn Express-Kings Island is located across from Paramount's Kings Island Theme Park. The hotel offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday-Thursday nights. (Discounts do not apply to double plus rooms or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. A coupon for your discount is available on our website with Password: CU1999. Not valid holidays or special events.

Pennsylvania

Caesars Pocono Resorts

PO Box 40
Lakeville PA 18438-9999
800-327-3992
717-226-4506
717-226-4697 FAX
E-mail: cprmarkt@ptd.net
Contact: David Good

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace and Brookdale) are the nongaming entities of Caesars World, Inc. Located in the scenic Pocono Mountains of Pennsylvania, these four resorts feature all-inclusive packages for both the couples and family markets. Employee/member discounts are available through the Getaway Club Discount Card program. Call for more information.

Tennessee

Grand Resort Hotel & Convention Center

PO Box 10
Pigeon Forge TN 37868-0010
800-472-1188
423-453-1766
423-428-1500 FAX
Contact: Karl Thomas

Experience the ultimate in luxurious accommodations at the Grand Resort Hotel & Convention Center nestled at the foot of the Great Smoky Mountains in action-packed Pigeon Forge. This complex offers 425 spacious accommodations, full-service restaurant, gift shop, indoor/outdoor pool and 75,000 sq. ft. of convention space.

Holiday Inn Hotels of the Smokies

PO Box 1383
Pigeon Forge TN 37868
800-555-2650
423-453-3291 FAX
URL: www.4lodging.com
E-mail: hlpftn@usit.net
Contact: Scott Harness

When vacationing in the Great Smoky Mountains of Tennessee, there's no better place to stay than at one of the three award-winning Holiday Inn Hotels. Our hotels are close to Dollywood, outlet shopping and more! NESRA members receive \$20 off Sunday-Thursday and \$10 off Friday and Saturday.

Opryland Hotel

2800 Opryland Dr
Nashville TN 37214
615-871-6648 direct line
615-889-1000 hotel line
615-871-5070 FAX
URL: www.opryhotel.com
E-mail: sgriffin@oprylandusa.com
Contact: Sharon Griffin

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Merchandise/ Discount Cards

Arnold Palmer Golf Academy

9000 Bay Hill Blvd
Orlando FL 32819
800-523-5999
407-876-5362
407-876-0673 FAX
URL: www.apga.com
E-mail: glorfano@palmergolf.com
Contact: Gary Lorfano

The Arnold Palmer Golf Academy is located nationwide in Orlando, Las Vegas, Tampa and New Orleans. Programs range from 5-day to half-day academies, including New Player Academies and Learn and Play Academies. We also specialize in corporate groups and team-building programs. Call us today!

Auto Buying Plan

PO Box 371642
Denver CO 80237-5642
800-489-8739
303-627-9511 FAX
URL: www.autobuyingplan.com
E-mail: abprob@ecentral.com
Contact: Robert Malcolm

Since 1984 the Auto Buying Plan has provided local NESRA chapter members with the best in discounted factory pricing on new and used vehicle purchases. This unique nationwide service makes buying a car affordable, efficient and hassle free.

Candle-Fair Div.-Factory Direct, Inc.

265 Quarry Rd
Lancaster OH 43130
740-654-1611
740-654-3261 FAX
E-mail: rcohn@computech-online.net
Contact: Richard Cohn

Factory Direct, Inc. purchases large quantities of American made, union made, nationally advertised name brand scented candles. Through office and factory sales, Factory Direct is able to resell these items directly to the public substantially below regular retail prices.

Century Products Co.

9600 Valley View Rd
Macedonia OH 44056-2096
330-468-4379
330-650-2875 FAX
E-mail: CAHcarseat@aol.com
Contact: Carol Helminski

Century Products Co. is the largest manufacturer of car seats in the U.S. and has been a leading manufacturer of juvenile products for over 30 years. Dedicated to quality with a commitment to research and development, Century Products has been an industry leader in the introduction of innovative, safety conscious products for babies. Century Products manufactures the following juvenile products: car seats, strollers, walkers, high chairs, swings, infant carriers, bath items, playards and bassinets.

Cherry Hill Furniture & Interiors

Furnitureland Station
PO Box 7405
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800-328-0933
910-882-0900 FAX
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available.

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401-831-3308
401-831-0914 FAX
Contact: Angel Algeri

Call us to discover more about our accessories: hair goods, barrettes, twisters, etc.; costume jewelry, scarves, hats and gift items.

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800-626-4141
973-575-1550
973-575-4969 FAX
Contact: Tony Colucci

Designer ladies' and men's fragrances and cosmetics such as Christian Dior, Giorgio, Opium, Polo, Elizabeth Arden, Shalimar, Lancome, Liz Claiborne, Cool Water, etc.

Entertainment Publications, Inc.

2125 Butterfield Rd
Troy MI 48084-3423
248-614-2635
248-637-9777 FAX
Contact: John Kinch

The Entertainment Book is North America's most popular publication for savings on dining, attractions, sports, travel and more! Available in over 170 markets worldwide, each edition contains hundreds of 50 percent off and two-for-one offers. Entertainment provides its products to employee and nonprofit groups on consignment with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products.

Fannie May/Fanny Farmer Candies

1137 W Jackson Blvd
Chicago IL 60607-2905
312-243-2700 x401
888-599-3629 FAX
Contact: Gregory Percival

Fannie May and Fanny Farmer Candies offer NESRA members 20-35 percent discounts on their candy and gift certificate purchases. These discounts are good year-round. The perfect gift for Christmas, birthdays, client gifts, employee incentives or any special occasion. Great for fundraising!

Farash & Robbins, Inc.

40 Ruta Ct
South Hackensack NJ 07606
800-486-4865
201-807-1990
201-807-0666 FAX
Contact: Mort Weissman

America's best watch program features famous national brand Quartz watches. Choose from "Promo" suggested retail \$90-165 cost \$23.95; "Deluxe" suggested retail \$110-195 cost \$29.95 and "Super" suggested retail \$150-295 cost \$39.95. All watches packed in 25, 36, and 50 units with factory warranties included with each watch in its own presentation box.

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Centerbrook CT 06409
800-243-2802
860-767-4500
860-767-4530 FAX
E-mail: flowers@flowersusa.com
Contact: Todd Baldassaro

Call Flowers U.S.A. at our 800 number, 24 hours, 7 days a week to receive a 15 percent discount on all floral and gift deliveries nationwide. Simply identify yourself as a NESRA member and mention special discount code 277 to receive your savings.

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336-882-2262 FAX
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Contact: Josephine Jaspers

Save up to 50 percent on first-quality lighting. Free delivery when you order from our 80-page catalog, or shop online at www.gvlight.com. No sales tax. Over 500 chandeliers, ceiling lights, wall brackets, outdoor lights and lamps featuring Tiffany, traditional, transitional and casual styles. Serving customers since 1926.

Group Sales

821 Melbourne Ave
Cincinnati OH 45229
513-961-8697
513-961-0888 FAX
E-mail: groupsales@fuse.net.com
Contact: Michael Paniccia

Purchase toys and gifts for the entire family from major manufacturers at wholesale or below pricing. Merchandise will be displayed at your place of business for shopping convenience. Schedule your "gift show" September-December 1999.

HoneyBaked Ham Company (The)

11935 Mason Rd
Cincinnati OH 45249
513-583-9700
513-583-4190 FAX
Contact: William Donnelly

The HoneyBaked Ham Company is a family-owned and operated company offering fully cooked bone-in, spiral-sliced gourmet hams and other quality meat products, HoneyBaked brand condiments, deli items and party trays.

Inventive Incentive Advertising Co., Inc.

2337 Lemoine Ave Ste 5
Ft Lee NJ 07024
201-592-5039
201-585-6109 FAX
Contact: Lawrence Stewart

FREE! FREE to your facility! FREE to your employees! The ultimate perk! It's a custom-made discount mini-mall on a card! Our agency creates and produces nationwide, a fabulous employee program for corporations, manufacturers, hospitals, universities, government agencies, etc. that employ large numbers of people. This valuable card entitles all of your employees to pre-arranged discounts from a variety of businesses in your own community. If your facility qualifies for this FREE employee program, call us! Great perk! No work! Just distribute cards!

J.B. Benton Advertising

120 Sylvan Ave Ste 4
Englewood Cliffs NJ 07632-2501
201-592-1510
201-592-8866 FAX
Contact: Thomas Feely

J.R. Specialties, Inc.

6215 W Van Buren St
Phoenix AZ 85043-3522
800-945-6467
602-272-7200
602-272-7770 FAX
URL: www.jrspecialties.com
E-mail: jrspecialty@attmail.com
Contact: J. R. Roren

Professionals in promotional products, J. R. Specialties assists employee stores and associations to expand their market share and increase sales by implementing our merchandise catalog program. We are NESRA dedicated, experienced and have a track record of proven results. Free consulting is done on a one-on-one basis.

Jack L. Rubenstein Wholesale Co.

4517 Minnetonka Blvd
Minneapolis MN 55416
800-928-5355
612-922-4781
612-920-4055 FAX
URL: www.JLRwholesale.com
E-mail: JLRwholesale@netscape.net
Contact: Joel Grossman

The J.L.R. Wholesale carpeting and flooring company has been selling flooring for over 45 years. We sell only brand name carpeting, linoleum, hardwood, Pergo flooring and tile. We now have access to over 100 wholesale showrooms across the nation. NESRA members can save up to 45 percent off. For more information, call our 800 number and save now.

Jansport, Inc.

PO Box 1817
Appleton WI 54913-1817
920-734-5708
920-831-2370 FAX
E-mail: paul_whitener@vfc.com
Contact: Paul Whitener

JanSport is a manufacturer of backpacks and imprinted wearing apparel.

Jordan Worldwide

400B Commerce Dr
Fort Washington PA 19034
800-344-2823
215-654-8200
215-654-7575 FAX
URL: www.Jordanwww.com
E-mail: astern0806@aol.com
Contact: Adam Berman

"We're in the Business"—Jordan Worldwide is a full-line distributor to employee stores. They are sole distributors of Armitron (Looney Tunes) and Beverly Hills Polo watches, as well as other name brands, first quality lines. Jordan Worldwide specializes in supplying quality name brand and logo merchandise at below wholesale prices.

Late for the Sky

3000 Robertson Ave
Cincinnati OH 45209
800-422-3434 x114
513-458-8484 FAX
E-mail: lfts@fuse.net
Contact: Judith Burdette

Late for the Sky produces over 100 board games based on cities, colleges and specialty themes. Each of the titles is customized with pewter tokens, LANDMARK deed locations, and playing cards. The sale of the games is 100 percent guaranteed and includes a free custom 1" x 2" wood display. The games cost \$12.50 and retail for \$24.95. We can also produce a custom game based on your company.

Let's Get Organized Leather & Accessories

21126 Merridy St
Chatsworth CA 91311
888-LGO-4321
818-407-1903
818-718-0823 FAX
Contact: Allen Lotterman

We offer on-site sales as well as selling to company stores. These sales feature leather handbags and wallets, travel bags, leather jackets, portfolios and a wide variety of accessories for the whole family. You can expect at least a 20 percent savings. Great fundraiser.

Maggie May Accessories Co.

375 Marlboro Rd
Wood Ridge NJ 07075
201-438-2056
201-438-7566 FAX
Contact: Terrence Moran

Maggie May Accessories, Co. distributes famous name brands and designer watches. A complete line is available of fun, fashionable and affordable costume jewelry. Jewelry store merchandise at special employee store prices.

National Distributors

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Pittsburgh PA 15206
800-247-4514
412-361-7577
800-583-3214 FAX
Contact: Martin Mallit

National Distributors is a wholesale distributor of merchandise perfect for any employee store. We can supply your store with health and beauty products (specializing in travel sizes), over-the-counter (OTC) medicines, hosiery, stationery, cameras, film, candy, cosmetics, gifts, fragrances and much more. Call for our wholesale catalog today.

North American Marketing Corp. (NAMCO)

100 Sanrico Dr
Manchester CT 06040-2225
860-649-3666
860-646-3692 FAX
Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at low wholesale pricing.

Prestige Advantage Associates, Inc.

10462 W Atlantic Blvd
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800-344-0176
954-344-0150
954-344-0153 FAX
E-mail: phansen346@aol.com
Contact: Shannon Richards

Free of charge to you and your employees, the Prestige Advantage Card gives employees of large corporations, federal agencies and hospitals the advantage of receiving discounts from their local retail stores, professionals and services. We offer the local vendors the prestige of advertising to a corporation with many well-respected employees.

R. J. Spencer Associates, Inc.

9825 W Sample Rd Ste 203
Coral Springs FL 33065-4040
800-711-3617
954-345-8991
954-345-8997 FAX
E-mail: kimklo@earthlink.net
Contact: Marsha Kaye

R. J. Spencer Associates is an advertising company working with corporations, hospitals, government agencies and credit unions throughout the nation offering custom designed complimentary discount cards to all employees, members, retirees and volunteers of the aforementioned. Through a joint effort, the neighborhood merchants in your community offer wonderful discounts on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute/make available the free discount cards.

Rynns Luggage

1922 E Carson St
Pittsburgh PA 15203
800-664-1220
412-481-9560
412-481-8864 FAX
Contact: Howie Pastroff

Rynns is the Samsonite national distributor and Totes umbrella distributor for independent accounts. Both lines are available to NESRA members with employee stores. A mobile umbrella assortment with fixture is also available. Our customers are independent retailers throughout the U.S.A.

Select Comfort Corp.

6105 Trenton Ln N
Minneapolis MN 55442-3240
800-806-3225
612-551-7040
612-551-7830 FAX
URL: www.SelectComfort.com
E-mail: engmcx@comfort.com
Contact: Chad Engman

Select Comfort is revolutionizing the way America sleeps with its patented line of air beds. Over 1 million people have discovered that sleeping on a Select Comfort Air Bed can provide a better night's sleep, relieve back pain and improve performance. Absenteeism, accidents and hospitalization can be tracked. Sleep-related costs to employers run more than \$18 billion annually. We offer a 90-night, in-home trial period, a 20-year limited warranty, and no-charge delivery (in the 48 contiguous U.S. states). Call 800-806-3225 for more information about our special NESRA member discount program.

Selling Edge, Inc.

214 W 29th St
New York NY 10001
212-279-7200
212-279-6550 FAX
E-mail: TVkearns@aol.com
Contact: Tom Kearns

Selling Edge provides promotional merchandise for NESRA picnics, Take Your Daughter To Work® Day, Christmas parties, blood drives, special events, meetings, company stores and much more. Imprinted and nonprinted items. Name brand and designer name merchandise available.

Solitudes

21012 Hwy 71 W
Spicewood TX 78669
512-264-1437
512-264-1695 FAX
Contact: Ceci George

Solitudes, the producer of quality music, featuring "Solitudes" (nature music), "Avalon" (contemporary music) and authentic Native American music. Our "Music For Your Health" series promotes health and wellness, providing employees an alternative for relaxation.

Swingster Marketing

10450 Holmes Rd
Kansas City MO 64131
816-943-4224
816-943-5126 FAX
E-mail: marketing@swingster.com
Contact: Carole Lewis

Swingster is a full-service apparel manufacturer as well as a "top 10" advertising specialties distributor. Upscale jackets, golfwear, caps and fleece are all included in stock selection. In-house embroidery, silk-screening and catalog design and production.

Tarco Enterprises, Inc. (The Clothing Man)

C-279
2020 Howell Mill Rd NW
Atlanta GA 30318
888-925-6844
404-355-5221
404-355-5170 FAX
E-mail: tarcotcm@aol.com
Contact: Ellen Hyndman

Tarco Enterprises is a vendor that provides high-end, quality apparel (men's and women's) and other merchandise at highly discounted rates to employees of NESRA organizations. We bring a mini-mall array of merchandise to your employees at great value! Our products serve as a unique and profitable fund-raising service for employee associations and/or in conjunction with major charity fund-raising functions such as March of Dimes, United Way and Children's Miracle Network.

Toy Liquidators/KB Toy Outlets

300 Phillipi Rd
Columbus OH 43228
800-218-7160
614-278-3701 FAX
Contact: Connie Ford

Save up to 70 percent on name brand toys everyday at Toy Liquidators. Organizations and companies such as yours can purchase toys at an additional 10 percent savings for your holiday parties, fundraisers, toy drives, employee and charity events.

Western Trading

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New York NY 10019
212-373-6278
212-373-9553 FAX
E-mail: blevitan@wimc.com
Contact: Robert Levitan

Western Trading is a barter company offering a broad spectrum of products from consumer electronics to clothing to vehicles. Our inventory changes rapidly, so call today to learn about our most current merchandise offerings.

Wholesale Art Outlet

PO Box 11622
St Paul MN 55111-0622
303-762-9445
Contact: Mark Fitzpatrick

Wholesale Art offers custom oak-framed prints featuring various well-known artists at tremendous savings with sizes ranging from 5" x 7" to 32" x 40". A wide variety of images, styles and matte colors. We specialize in bringing artwork to your facility for corporate events and fundraisers. Our clients include Fortune 500 companies, hospitals and the federal government.

World Galleries

PO Box 680312
Houston TX 77268
281-444-7249
281-444-6576 FAX
E-mail: MOSGO@aol.com
Contact: Maria Sirgo

World Galleries offers women's, men's and children's handcrafted sterling silver jewelry with inlaid semi-precious stones that include Lapis, Lazuli, Malachite, Turquoise, Obsidian and many more.

World Ski Association

393 S Harlan Ste 120
Lakewood CO 80228
800-525-SNOW (7669) x211
303-936-6348
303-936-6375 FAX
E-mail: worldski@aol.com
Contact: David Cook

Do you like to ski? Become a member of the World Ski Association and receive discounts on lift tickets, lodging, ski shops and more. Members receive a 250-page directory of benefits and a membership discount card. NESRA members will receive \$5 off the retail price of \$19.95. Special rates available for orders of 10 or more. Call the 800 number to order.

Photo Services

Fujicolor Photo Service/EPS

514 S River St
Hackensack NJ 07601
800-527-4680 x275
201-807-1838 FAX
Contact: Rick Kennedy

Fujicolor Photo Service/EPS features its Employee Photo Service (EPS) "onsite" employee film developing program. This program offers your employees convenience, personalized service and high quality photofinishing services at discounted prices. Among the many diversified services offered by EPS are Premium Processing, Prints To Disk, Color Proof Index Prints and Your Photos On The Internet. The EPS program is also designed to complement existing employee activities such as employee picnics, blood drives, lunch time educational programs and vendor exhibits.

Konica Photo Imaging

214 Central Ave
Edison NJ 08817
800-333-5872 x187
732-572-5590
732-572-8727 FAX
Contact: Sandy Saurman

Konica Photo Imaging (KPI) is a photo company offering photofinishing services, film, cameras and one-hour labs. KPI is the first company to offer a Digital QD-21 On-Site Lab, which develops and prints a roll of film in 15 minutes.

Samsung Opto-Electronics America, Inc.

40 Seaview Dr
Secaucus NJ 07094
201-902-0347
201-902-1359 FAX
URL: www.simplyamazing.com/private/start.html
E-mail: genes@mail.sna.samsung.com
Contact: Gene Soyka

35mm compact camera and binoculars, APS cameras, digital cameras and single lens reflex cameras are available at a discount through Samsung Opto-Electronics America, Inc. NESRA Employee Purchase Web Site: www.simplyamazing.com/private/start.html.

*Tell Them You
Found Them In
NESRA's
Buyer's Guide*

Specialty/ Professional Services

Absolute Amusements Rental Company

11100 Astronaut Blvd
Orlando FL 32837
800-239-3866
407-438-4197 FAX
URL: www.absoluteamusements.com
E-mail: RickC@aol.com
Contact: Rick Cameron

Absolute Amusements Rental provides the latest interactive games from virtual reality to moon walks for your company picnics and parties. We have great ideas on creating an event that will be fun for people of all ages. Call our expert customer service staff.

Aegon Special Markets Group, Inc.

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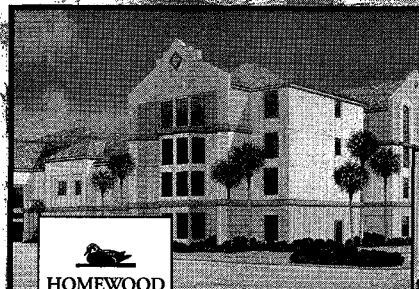


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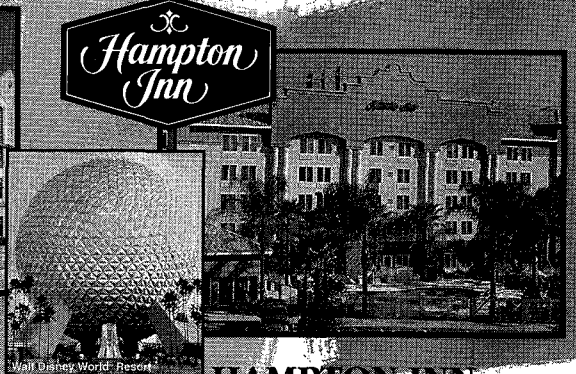
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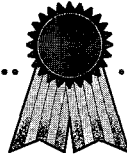
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ORLANDO



ALIGNING EMPLOYEE GIVING WITH CORPORATE GOALS

Last year Frito-Lay, Inc., Plano, TX, was having its toughest business year in a decade. Rumors of layoffs were circulating among the company, putting pressure on the employees and dropping employee morale lower than it had ever been. Not exactly a great time to ask employees to donate to United Way! However, that was the challenge put forth to the 12 Frito-Lay United Way campaign committee members and the campaign coordinator. After a record year in 1997, including 86 percent participation and \$1,140,000 in contributions, it would be difficult to run a successful campaign, let alone surpass the previous year's numbers.

The Problem at Hand

Given the current business situation, there were some key concerns. Would the campaign take the focus off crucial business initiatives cur-

rently taking place? Would top management perceive the campaign as a distraction from the business focus? Would associates who had heard unfounded rumors of layoffs reduce or eliminate their contributions? Would associates who were already feeling overworked and under rewarded scoff at contributing their money and/or time as team captains/canvassers? Should a target be set that was higher than last year and risk lowering morale even further if it is not met?

After much discussion and review of the prior year's results, the decision was made to set a challenging goal of \$1.25 million, approximately 10 percent over the previous year's record level. Despite a tough year, total payroll was up from 1997 and there were about 75 more full-time associates onsite. The committee decided to target increased executive/leadership giving, increased fair share giving by all associates and

include two local manufacturing plants in the campaign. Neither plant had run campaigns previously.

The Theme: Extending the Helping Spirit

The 1998 campaign rallying cry was "Extend the

**Given The
Current
Business
Situation,
There Were
Some Key
Concerns**

**"Extend The Helping Spirit—
United Way Campaign"
Frito-Lay, Inc., Plano, TX**

**submitted by John Rath, CESRA, manager,
employees' association**

Helping Spirit.” This was derived from 1997’s slogan, “Energize the Helping Spirit.” With both phrases, the committee used United Way consumer research, which indicated that the word “help” was key to enticing contributors to donate. However, each theme differs in focus.

“Energize the Helping Spirit” was a parody of an internal slogan, “Energize the Selling Spirit,” repeated throughout Frito-Lay to support the 1997 sales force. In 1998, committee members chose the word “Extend” to focus associates’ attention away from internal business problems, yet proceed the momentum gained in 1997. This word was also chosen to persuade associates to think about the community.

Getting Organized

Several weeks prior to the campaign, the committee had the Frito-Lay headquarters population



The “Pull Across The Pond” kickoff event involved a tug-of-war, team-building activity that helped raise money for United Way.

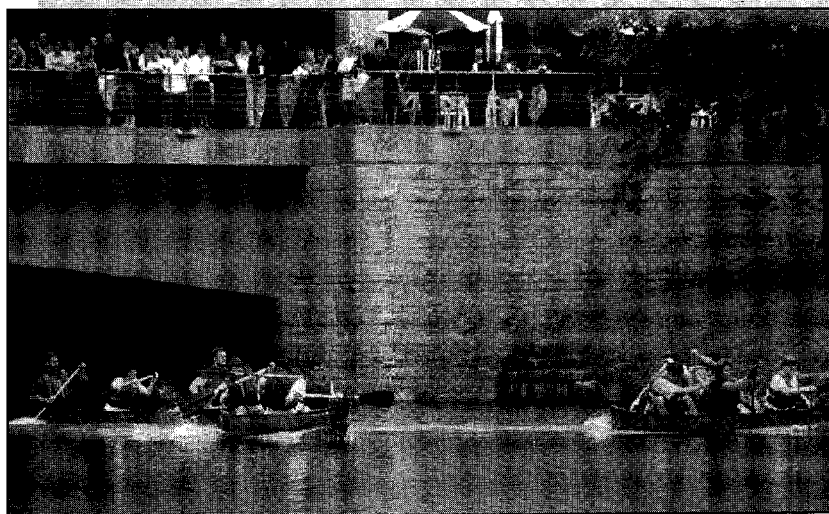
divide into departmental teams led by an executive, team captain and 1-20 canvassers (based on the number of associates in each department). Both captains and canvassers were trained in how to sell the United Way program to associates. The training focused on following contribution confidentiality rules and instilling no pressure to contribute. Each canvasser educated and motivated approximately 10 fellow associates about the importance of participating as a financial contributor and volunteer. The captains were available to assist and coordinate the canvassers’ efforts, along with setting departmental contribution goals.

The Events

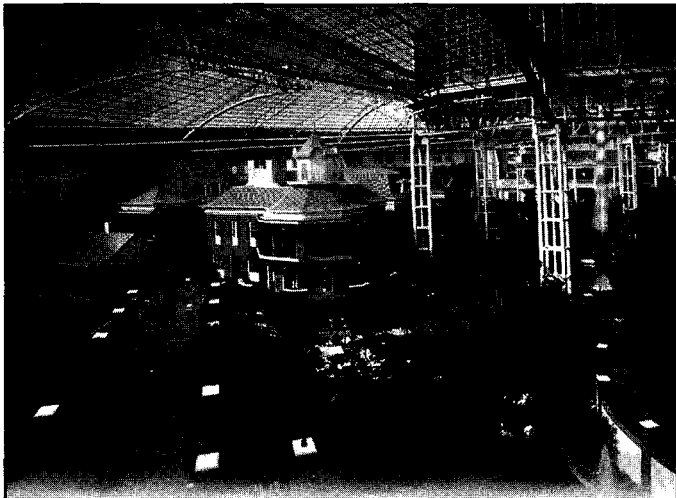
Here is a list of a few major events held during the Frito-Lay United Way campaign:

Chairman’s Challenge Canoe Race

Executive level involvement was critical for the highly-visible and energizing kickoff event. From each major department, team captains recruited at least one executive, one woman and one other associate. The 12 teams competed in four heats to travel a figure-8 course on the 28-acre lake for the best time. One of the lead canoes was staffed by CEOs from three separate divisions of Frito-Lay, Inc. To highlight the particular United Way agencies receiving donations, all



The Chairmans’ Challenge Canoe Race allowed the winning team to donate \$5,000 to their chosen charity.



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INNOVATIVE PROGRAM

The company paid for expenses related to executing the overall campaign. A charge number was assigned to the campaign. Minor printing costs, lunch expenses for the steering committee, thank you gifts, etc., were charged to the account and captured in the human resources department's budget. A report was then available upon completion of the campaign.

Each department that executes departmental activities was responsible for finding the funds within their own budget and recording the costs using a traceable account number.

In the End

In the end, Frito-Lay was able to exceed its goal by raising \$1,310,000 for United Way, with 96 percent participation. The campaign served to direct associates' focus to positive external activities, while providing a fun event that boosted morale at a crucial time. This success was recognized in public forums by the Human Resources Vice President and CEO.



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EMPLOYEE ASSOCIATION MAKES WAVES ONLINE

**USDA
Employees
Are Taking
Advantage
Of The
Online
Services
Available**

What has water, sand, sun and fun? It's the Summer version of the U.S. Department of Agriculture's employee association website—an innovative way for employees to receive services online. From purchasing logoed clothing items from the employee store to signing up for social activities to learning the ingredients of the recipe of the month, the USDA Employee Services and Recreation Association's (ESRA) services are splashing into offices of USDA employees nationwide. And, with over 4,000 hits per day, measured over a six-month period, USDA employees are diving in to take advantage of the online services available.

Online Services

ESRA asked the judges to view the entry online, at <http://www.recgov.org/usda/esra.html>, where judges were guided through a table of contents that included award entry questions and answers, music associated with each section of submission and a tour through the key components of the website. Each of the sites relate to the following services offered by the association:

- ESRA Fitness Centers
- Ticket Sales including the online

- ordering of tickets and activity registration
- ESRA Ag Connection Stores including an online mail order catalog
- Insurance Products/Programs
- Trips and Travel Programs
- Special Programs (seminars, etc.)
- Discount Programs
- Classified Ads
- Bulletin Board (for all USDA events)
- Links to other USDA Services and Websites
- Textbooks for the USDA Graduate School

Website Objectives

The website is maintained by a director of Internet operations, whose full-time position is exclusively devoted to the planning, development and maintenance of the ESRA website. This person works with the general manager of the association to update current events and offerings on the site. The ESRA website is part of the cooperative site, <http://www.recgov.org>,

"ESRA Website"

U.S. Department of Agriculture, Washington, DC

**submitted by Roger Lancaster, CESRA,
general manager, ESRA**



ESRA Home

Ag Connection

Tickets

Trips and Travel

Fitness Center

ESRA Insurance

ESRA Services

USDA Services

Special Programs

ESRA Bulletin Board

Bulletin Board

Classified Ads

Contact Us



USDA BULLETIN BOARD

USDA Employee Services and Recreation Association

ESRA Has Your Ticket To Summer Fun...



Another Benefit from ESRA...

Now ESRA has made shopping even easier. You can shop the **ESRA Ag Connection Catalog On-Line**...Or you may order your **Discount Tickets** or **Register for Events On-Line!**

This part of the USDA/ESRA website is to be devoted to items of interest to USDA employees. Information on social events, agency meetings, get-togethers and other organizations within the Department are welcome here.

TENNIS PLAYERS WANTED!

The USDA is looking for additional players to play in the interdepartmental tennis league for Federal Employees. Weekly doubles matches are played on clay courts beginning at 6:00 pm at Hains Point (2 blocks from the South Building), and the Fitzgerald Tennis Center (16th and Kennedy, NW) in Washington, DC. Matches begin in early April and end in July. Players are NOT required to play every week, and the cost is only \$5.00 per match! We play to win and we have fun — win or lose. We especially encourage USTA-rated players to join. If Interested, please contact Larkin Jennings on 202-205-0001 or e-mail at larkin.jennings@usda.gov, or call John Jensen on 301-504-2440 or e-mail at jjensen@rss.usda.gov.


The USDA Employee Services and Recreation Association's website houses an electronic bulletin board that allows employees to post company events.

established by a number of Federal agency recreation associations. ESRA created the website in an effort to enhance the overall mission of the association, which is to improve the morale and productivity of USDA employees. The association wanted another means of informing employees of ESRA programs and services, including those outside of the Washington, DC metropolitan area.

Keeping Them Coming Back

Besides learning facts about the association itself, ESRA features several sites designed to keep employees coming back for new information. The website is interactive, featuring "self-service" areas for on-line registration and purchasing. For example, the "Ag Connection On-

Line Store" allows employees to choose from several item categories available at their employee store, including caps, golf shirts and jewelry. If employees type in the category "coffee mugs," the site displays photos of types of coffee mugs available, a short item description and the price. Employees may shop in several different categories, adding items to their "shopping carts" as they go along. When they are finished shopping, they may view their shopping carts, containing a list of items purchased and the grand total, with shipping and tax included. Then, employees move to the "place order" screen, where they choose their method of payment and enter their credit card number or billing address. In 6-8 weeks the items are on their desks, and they didn't even have to leave the office. Employees use a similar purchasing method to place orders




USDA/ESRA AG CONNECTION ON-LINE STORE

[Main Entrance](#) | [View Shopping Cart](#) | [Place Order](#) | [Help](#)

[Award Shield](#) | [Caps](#) | [Christmas Ornaments](#) | [Coffee Mugs](#) | [Golf Shirts](#) | [Jackets](#) | [Jewelry](#) | [Legal Pad Holder](#) | [Paperweight](#) | [Pewter Tray](#) | [Sweatshirts](#) | [T-Shirts](#) | [Tote Bags](#) | [USDA Badge Holder](#)

Coffee Mugs



USDA Coffee Mugs with Official USDA Logo

USDA Coffee Mugs: Ceramic mugs with full-color imprinted Official USDA Seal (White Only) or gold Official USDA Seal (Navy Blue Only)

[Click Here](#) for an enlarged graphic.

Price: \$9.99-\$11.99

Select a Color: White with 5 Color Seal, Price: \$11 Enter quantity to cart

The ESRA website allows shoppers of its on-line store to view each item before purchasing it.

**ESRA Evaluates
The Website
With Both
Anecdotal
Comments And
By Recording
The Number Of
"Hits" (Visits)
The Site
Receives**

for sporting event tickets, theme park tickets, movie tickets and special events.

Another feature is the Electronic Classified Ad section, where employees can place an online ad for \$10 for a two-week period. Ad sections include real estate sales/rentals, vacation home rentals, autos for sale, merchandise for sale or wanted, childcare and yard sales. Personal ads are not accepted. Once employees choose their category, the Classified Ad Application includes a grid where employees must type in the wording for their ads. Payment is available online.

In an effort to spread goodwill, ESRA provides employees with the USDA Bulletin Board. This free service is available to all USDA agencies and allows them to post events such as bake sales, seminars, clubs, etc. Other interesting spots on the website include daily, inspirational quotes and a recipe of the week, where employees e-mail in their favorite recipes to be posted on the site.

Evaluation Process

ESRA evaluates the website with both anecdotal comments and by recording the number of "hits" (visits) the site receives. Between June, 1998 and December, 1998, the site averaged 4,000 hits per day. The association noticed an increase in various sales during this time frame, such as the on-line store and ticket sales, created in July, 1998. Part of the site involves subscrib-

ing to ESRA's "electronic newsletters" which are distributed by e-mail. Since the summer, over 500 visitors of the ESRA website have subscribed to the six e-mail newsletters offered. Topics include New Tickets, Trips and Travel, Golf Tournaments, Fitness Center Highlights and more. As part of their evaluation, ESRA actively solicits comments from USDA employees as to the value of the site, especially from those outside the DC metropolitan area. The association is in the process of developing an on-line survey to solicit opinions and comments from visitors to the site.

Results

ESRA is a critical element of the USDA, offering convenient services that allow employees to balance their work and personal lives. The addition of the website has made the employees more aware of the programs and services available to them. More importantly, ESRA finds that top management is taking notice. Managers refer potential employees to the ESRA website to show them available benefits. They are also linking the ESRA website to their websites (agencies and other units within the USDA) to ensure that all employees are aware of the services. By providing current information to the fingertips of employees nationwide, the ESRA website is making waves at USDA.



WORK/SCHOOL PROGRAM HELPS EMPLOYEES' CHILDREN

Upper Management at the Hyatt Orlando, Kissimmee, FL, believes there is no better way to serve its employees' needs than by taking care of their children. In an effort to prevent juvenile crime in the area and help at-risk students, the Hyatt Orlando developed a local satellite high school located at the hotel, called The Works Academy. Not only does The Works Academy participate in a drop-out prevention alternative education program, but Hyatt Orlando also provides career exploration opportunities and incentives for post-secondary education for youth ages 16-19, in the Osceola County public school system.

How Does the Academy Work?

The Works Academy is an award-winning, innovative high school program that is a collaborative effort between Hyatt Orlando and

Osceola High School. The objective of the program is to help at-risk high school students complete their high school studies and earn valuable work experience that will help them in the future. The students spend half of their week in the hotel's academy (located at the hotel) and the other half in regular part-time, paid positions in the hotel.

The Hyatt converted an unused room into a classroom, equipped with 12 computer stations and the Plato self-paced study program. Thirty students, grades 10-12, attend the school that is part of the Osceola district. The Academy has one full-time teacher and one teacher's aide, who are onsite to oversee the program.

Budget Allocation/Reporting Process

The computer hardware and software equipment is supplied by the local school system,

along with the teacher's salaries. The Hyatt Orlando pays for heating/air conditioning, electricity, power, rotation wages (while the students are training the first two weeks), computer maintenance, meals for students and teachers, and

**Upper
Management
Believes
There Is No
Better Way
To Serve Its
Employees'
Needs Than
By Taking
Care Of Their
Children**

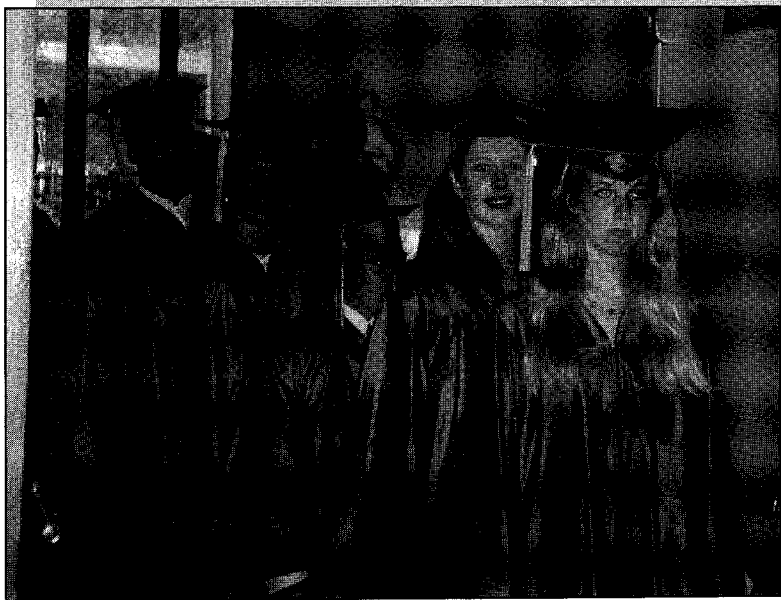
"The Works Academy"
Hyatt Orlando, Kissimmee, FL
submitted by Claridia Moro,
employee relations manager

general maintenance of the classroom. The Works Academy receives regular federal funds from the government (FTE) as well as grants written and awarded to the program.

The Works Academy teacher creates portfolios for the students and records the grades from the Plato computer system. The academy reports to Osceola High School and to the Osceola School District.

Growing Up Fast

The Hyatt feels that most of these students do not do well in the traditional high school setting because they are ready to progress to a more adult-based atmosphere. The Works Academy allows these students to move on to a new, adult phase of their lives. Students are put in real world situations and are expected to behave like adults. Each child is paired with an adult mentor from the hotel. And, many of the students' peers are adults with families and real life responsibilities. According to the hotel, the students seem to thrive in this environment rather than fail in it.



Seventeen students line up outside a ballroom at the Hyatt Orlando, Kissimmee, FL, where The Works Academy's Class of 1999 celebrated their graduation day in May.

Challenges Faced

The first challenge was to overcome managers' and line employees' perception that the students would be troublesome and difficult to handle. The hotel solved this problem by acknowledging the employees' concerns and asking them to give the program one year. If the program did not work after one year, it would be removed from the hotel. Nevertheless, after several months, the managers were requesting more student employees, and the employees have become mentors and friends to the students.

Another challenge was separating the school and work disciplinary procedures. The Academy decided that the hotel would oversee work-related discipline issues and the school would oversee school-related incidents.

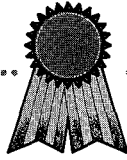
Evaluation Process

The success of the program is evaluated by the number of graduates and the ability to find part-time employees with the necessary skills. At this point, The Works Academy has a 100 percent graduation rate for seniors, and they placed students in part-time positions. Seventeen seniors graduated in 1999, which is a significant success.

The Program's Success

The Works Academy had five employees transfer members of their families into the academy. One of the youths went from grades of Ds and Fs to straight As. Another youth who entered the program after almost being sent to military school, is now thriving socially and academically at the academy. A third child used his time in the program to improve his behavior, catch up on credits and bring up his grades before transferring back to Osceola High School. In each instance, the Hyatt affected the lives of these employees in an intensely personal way that they will never forget.





RETIREE VOLUNTEERS ADD PERSONALITY TO EMPLOYEE STORE

Turnover is high; retention is low. So, who do recruiters turn to when they need to hire loyal workers? When Honeywell, Business and Commuter Aviation Systems (BCAS), Glendale, AZ, needed an inexpensive way to staff their growing employee store, they turned to workers who already proved their loyalty to the company—their retirees.

Honeywell's all-volunteer employee club, the Bell Road Activities Club (BRAC), began offering Honeywell BRAC Store services by supplying employees with discount tickets to attractions from a small storage closet with a walk-up window. Four years later, the store has expanded into 450 square feet of selling space, located near the cafeteria entrance.

With the expansion came the need for a dedicated store staff. After benchmarking other

employee stores with the same demographics, BRAC identified the use of company retirees to staff the store. The club sent invitations to local area Honeywell retirees and held an orientation. Soon, the store acquired enough retiree volunteers to increase their services, and a store was born.

"Welcome to the BRAC Store"

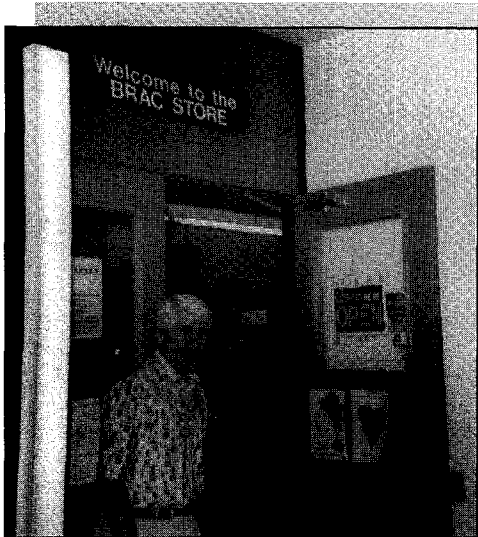
That's what the sign reads, greeting employees as they enter the Honeywell BRAC Store. And, it's the retirees who have quickly become the "personality" behind this for-profit store, owned and operated by the non-profit employee club. The store is open four hours per day, five days a week (not including company holidays) for an average of 48 weeks a year. Ten Honeywell retirees, each volunteering an aver-

age of four hours per week, staff the employee store. The retirees draw frequent visitors and repeat business by cheerfully greeting patrons as they enter the store. In fact, many employees keep abreast of their favorite

**Who Do
Recruiters
Turn To
When They
Need To Hire
Loyal
Workers?**

"Honeywell BRAC Store"
Honeywell BCAS, Glendale, AZ

**submitted by Cheryl Kappes,
customer program manager**



Honeywell BRAC Store's retiree volunteers promote a positive shopping experience by welcoming customers into their store.

retiree's working schedule, making a visit to the BRAC Store a weekly occurrence. But, don't be fooled by their friendliness! These retirees are doing more than just socializing. They perform all aspects regarding the daily operations of the store, including cashiering, stocking shelves, and daily reconciliation of the cash drawer. Store managers report, one advantage of the retiree staff is their willingness to pitch in and work together as a true team. If one of the retirees needs a day off, another retiree quickly

steps in to make sure the store is adequately staffed.

In addition to the retiree staff, four full-time Honeywell employees volunteer an average of four hours per week to provide the leadership and guidance needed for managing the BRAC Store. They act as the purchasers and overall managers of the BRAC Store. These employees are directly responsible for the management of all BRAC store assets, performing all tasks normally associated with owning and operating a small business. This includes establishing operating procedures, guidelines, purchasing, and providing work direction to the retiree staff. Together, the retirees and managing staff make up the "BRAC Store Team."

Services Available

The BRAC Store strives for true convenience with onsite availability, good quality merchandise and a friendly shopping atmosphere. It offers the following items:

- discount tickets
- logo items
- casual clothing
- office supplies
- clocks
- calculators

- greeting cards
- watches
- candy
- seasonal gift items

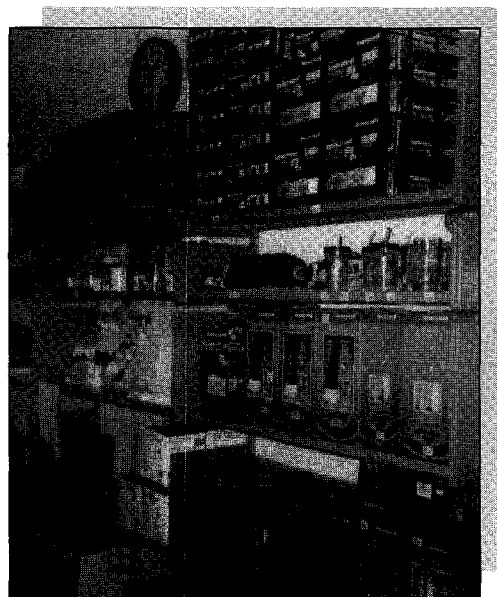
Customizing Services

Mail Order Service

BRAC Store managers have found that they must appeal to a much more mobile workforce. This includes employees who travel extensively, employees who are located at other Honeywell divisions and field service personnel located domestically and internationally. To serve these employees, the BRAC Store has established a mail order service. Employees visit the Honeywell intranet site, <http://web.cas.honeywell.com/brac>, to view a BRAC Store product listing of stocked items. Then, they e-mail BRAC with their orders. This year, the store has plans for a web-based employee store, where they would offer a full line of BRAC Store products.

Recognition Gifts

Honeywell's team approach to business is positively influencing store sales. The team



The Honeywell BRAC Store sells a variety of employee-made, home products such as ceiling fans and thermostats.



Popular items include those that offer convenience.

concept is driving the need for recognition or reward gifts that are easily accessible to managers, so they can provide rewards or recognition for a job well done. Since positive reinforcement needs to be given in a timely manner to be most effective, the BRAC Store assists company managers by keeping a wide variety of gift items in stock, varying in price. Recently, the store began a new program that allows Honeywell departmental managers to "charge" their purchases to their departmental budgets.

Boosting Morale

The BRAC Store reinforces company pride by offering employees company-built products at discounted prices. For example, employees can purchase items such as thermostats or ceiling fans on their lunch hours, and take the product home with them that night.

Current Sales


In 1998, the BRAC Store experienced a 19 percent increase in sales over the previous record-setting year. Store managers expanded the store's discount ticket selection by 48 percent, offering 59 different ticket options. During that year, 362 logo items were available in the

store, which accounted for 35 percent of sales dollars. Figures showed that 21 percent of sales went to department charging of reward and recognition gifts. To further increase sales, and respond to customer requests for charging purchases, the store implemented the ability to accept American Express, MasterCard and VISA.

One Happy Family

The BRAC Store is 100 percent owned, managed, staffed, and operated by a staff of volunteers. The staff volunteers their own personal time to maintain an onsite employee store for the sole purpose of making a positive contribution to their workplace.

The BRAC Store Team sponsors a luncheon twice a year in honor of the volunteers, to let them know how much the club appreciates their time and energy. In 1998, the BRAC also ordered tokens of appreciation for all volunteers. Special "You are a BRAC Star" plaques were presented to each volunteer during the December luncheon.

The activities, goals and accomplishments of the 1998 BRAC Store portray a true picture of how this high performance team combines efforts with retirees to succeed in setting goals, blending talents, and achieving fantastic results that have benefited an entire organization. 

NESRA CHAPTERS

National Director

Quintin Cary, CESRA,
(703) 697-3816
FAX (703) 693-7311

Regional Director

Marci Kinnin, CESRA,
(860) 726-5959
FAX (860) 726-5920

Maryland NESRA/

Baltimore, Maryland.
Neal Siebold,
(410) 234-6173
FAX (410) 234-5544

LFRA/Washington, D.C.

Rudy St. Louis,
(202) 565-1590
FAX (202) 565-9016

MARES/Boston,

Massachusetts. Melinda
Gilmore, (508) 252-4197
FAX (508) 252-4199

NESRA-Connecticut/

Hartford, Connecticut.
Marci Kinnin, CESRA,
(860) 726-5959
FAX (860) 726-5920

NESRA of Erie/Erie,

Pennsylvania. Tom
Whitford, (814) 456-8511
x2519 FAX (814) 454-7445

NESRA NJ/

Newark, New Jersey.
David Costa,
(973) 893-2016
FAX (973) 893-6666

NESRA/New York City/

New York, New York.
Gloria Roque, RVESRA,
(212) 969-0217
FAX (212) 923-5021

NESRA-Niagara

Frontier/Buffalo, New
York. Judy Rath,
(716) 686-2532
FAX (716) 686-2522

NESRA of the

Washington D.C. Area/
Washington, D.C. Aletha
Woodruff, (301) 924-0198
FAX (301) 924-0198

PHIL/AERS/Philadelphia

Pennsylvania. James
Alexander, CESRA,
(609) 547-8284
FAX (609) 547-8284

SPERA/York,

Pennsylvania.
Barb Spurlock, CESRA,
(717) 851-2321
FAX (717) 851-3375

Southeast Region

National Director

Cindy Jameson, CESRA,
(727) 797-1818 x206
FAX (727) 791-3459

Regional Director

Debbie Colston,
(502) 627-2503
FAX (502) 627-2259

NESRA of Augusta

Georgia/Augusta,
Georgia. John Felak,
CESRA, (803) 642-0314
FAX (803) 642-2322

NCTC of NESRA/

Research Triangle Park,
North Carolina.
Gwen Solomon,
(919) 990-2166
FAX (919) 549-9138

NESRA of Central

Florida/ Orlando, Florida.
Ralph Recht, RVESRA,
(407) 855-6161
FAX (407) 855-6884

NESRA of Northeast

Florida/Jacksonville,
Florida. Tala Howard
Reynolds,
(904) 288-8626

NESRA South Florida/

Ft. Lauderdale, Florida.
Gloria Murphy,
(305) 625-5388 x338
FAX (800) 233-7990

North Carolina Foothills

Chapter of NESRA/
Charlotte, North Carolina.
Nina Greene,
(828) 326-8350
FAX (828) 326-8236

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Louisville, Kentucky.
Debbie Colston,
(502) 627-2503
FAX (502) 627-2259

Tampa Bay/Suncoast/

Tampa, Florida.
Shirley Tilghman,
(813) 972-7200 x1024
FAX (813) 972-7856

National Director

Mickey Alderman,
CESRA, (248) 589-0334
FAX (248) 435-0515

Regional Director

Mary Daniels,
(651) 733-6225
FAX (651) 736-0506

MERSC/Minneapolis-

St. Paul, Minnesota.
Sue Shepherd,
(651) 459-1482
FAX (651) 459-2054

MESRA/Detroit,

Michigan. Janet Frank,
(313) 222-3025
FAX (313) 9-5087

NESRA of Central

Indiana/Indianapolis,
Indiana. Willadean
Duncan, (317) 244-3660
FAX (317) 244-1247

NESRA-Chicago/

Chicago, Illinois. Joanne
Mueller, (630) 990-2714
FAX (630) 990-1742

NIESRA/Warsaw,

Indiana. Char Bucher,
(219) 267-3251 x244
FAX (219) 267-3884

PEERS of NESRA/

Bloomington, Illinois.
Karen Huber, RVESRA,
(309) 663-3619
FAX (309) 663-3186

Gateway Chapter of

NESRA/St. Louis,
Missouri. Linda Watson,
(314) 232-1066
FAX (314) 232-9365

NESRA-EOWP/

Warren, Ohio. John
Roberts, (330) 740-8130
FAX (330) 746-2909

Wisconsin NESRA/

Milwaukee, Wisconsin.
Elaine Nap,
(414) 291-6761
FAX (414) 291-7084

National Director

John Rath, CESRA,
(972) 334-5910
FAX (972) 334-6378

NESRA of Southeast

Texas/Houston, Texas.
Phil Hall, CESRA
(281) 514-6690
FAX (281) 514-0762

NESRA of North Texas/

Dallas/Ft. Worth, Texas.
Donna Leach,
(972) 583-9494
FAX (972) 238-9751

NESRA of Colorado/

Denver, Colorado.
Lori Sharp, CESRA
(303) 977-6750
FAX (303) 977-3293

NESRA of San Antonio/

San Antonio, Texas.
Denise Staudt, CESRA,
(210) 476-4151
FAX (210) 476-4656

Western Region

National Director

Pam Tessitore, CESRA,
(602) 336-3891
FAX (602) 277-8588

Regional Director

Ron Smith, CESRA,
(602) 930-2840
FAX (602) 931-9651

AIRC/Burbank,

California. Kim
Crookston, RVESRA,
(616) 253-5938
FAX (616) 253-5565

ESROC/Orange County,

California. Phyllis Smith,
CESRA, (626) 913-4014
FAX (626) 964-7242

GLAAIRC/Los Angeles,

California. Patti Wantz,
(310) 364-5194
FAX (310) 364-5090

NESRA Chapter of

Southern Arizona/Tucson,
Arizona.
Debbie Bruns,
(520) 577-4005
FAX (520) 577-4085

NESRA of Greater

Phoenix/Phoenix, Arizona.
Ron Smith, CESRA,
(602) 930-2840
FAX (602) 931-9651

NESRA of the Bay Area/

San Francisco, California.
Nancy Walter, CESRA,
(925) 356-8694
FAX (925) 356-1141

NESRA of Greater

Sacramento/
Sacramento, California.
Doug Chadboyne,
(530) 532-4144
FAX (530) 532-4122

NESRA of the Inland

Empire/Riverside and
San Bernardino, California.
Gerald Toerger, RVESRA,
(909) 937-5239
FAX (909) 937-5215

NESRA of San Diego/

San Diego, California.
Maria Gobbi,
(760) 722-5844
FAX (760) 722-5844

NESRA of Greater

Seattle/Seattle,
Washington. Kathy Kauno,
(206) 615-7130
FAX (425) 775-6183

SGEAA/San Gabriel,

California. Ken Custer,
(626) 449-3319
FAX (626) 969-3518

SNESRA/Las Vegas,

Nevada. Nancy Moore,
(702) 566-4433
FAX (702) 565-7983



LEONARD R. BRICE

SUPERIOR MERIT AWARD

NESRA of Central Florida
Orlando, FL

NESRA of Central Florida hosted a vendor fair in which the chapter invited many human resource professionals to learn more about the chapter.

On a regular basis, the chapter hosts monthly educational meetings. Some of the topics last year were Personal Protection for You and Your Employees; Introduction to Employment Law; Motivating Your Employees; Reinventing Your Future; Profiling Employees; Unlimited Empowerment; and Saying One Thing...Looking Another.

NESRA of Central Florida held a member orientation meeting that was both fun and educational. Members were introduced to invaluable information to make their jobs easier. The chapter produces an Organizational Membership Kit that answers questions a member might have about NESRA. It discusses what members can expect from their memberships, a who's who directory of the chapter and committees, meeting schedule, membership benefits, bylaws, membership listing and vendor profiles.

In 1998 both the program and membership committees combined forces to welcome representatives from other chapters for an exchange of ideas on a variety of chapter-related subjects.

During the year, the membership committee

created its first Party Planning Guide, a tool for both NESRA representatives and their employees to use when coordinating special events.

NESRA of Central Florida publishes a seasonal newsletter in which the chapter spotlights members. It is a way for members to learn about each other. The newsletter also contains informative articles, upcoming programs, a vendor resource listing and a summary of past events.

**Minnesota Employee Recreation
& Services Council (MERSC)**
Minneapolis, MN

In MERSC, new member orientations are conducted prior to the chapter's monthly meetings. All new members and new representatives are invited to attend new member sessions. The sessions are conducted by the MERSC Member Services Director and the Associate Representative. Each new member receives a new member packet that includes: a letter of welcome from MERSC president, current newsletter and meeting notice, a bound membership directory, mini-vendor show information, and directory page information sheet to complete and return to MERSC office.

Associate members also receive marketing

**In 1998, Both
The Program
And
Membership
Committees
Combined
Forces To
Welcome
Representatives
From Other
Chapters**

**In November,
This Minnesota
Group Hosts
Its Annual
Recognition
Event, Where
Board And
Committee
Members Are
Recognized For
Their Services**

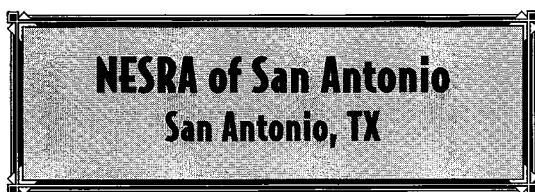
suggestions, What's New? advertising information, and an invitation to conduct a brief presentation on their program at their first meeting.

Members can choose to purchase MERSC logowear at monthly meetings and special events or they can win logowear as door prizes. MERSC purchases logo items such as pens, pencils, lapel pins and three-ring notebooks from associate members and distributes them to members as gifts.

In November, this Minnesota group hosts its annual recognition event where board and committee members are recognized for their services. Associate Members are recognized for their years of service and best booths at vendor shows.

An executive director who reports to the Board of Directors manages the chapter's operations. The executive director maintains the daily operation of the MERSC Office; deposits all revenues into MERSC accounts; maintains financial and membership records; handles all publication needs such as layout and design, typesetting, photography, etc.; meets with prospective member company representatives; maintains committee correspondence; and sets up meetings and special events.

MERSC produces a special section within the annual membership directory that organizational members may duplicate and distribute to employees. This section includes all vendors their employees may get discounts through just by showing proof of employment within a MERSC member company.



NESRA of San Antonio hosts monthly meetings with educational themes. Some of the themes include: Planning the Perfect Picnic; Summer Programs for Kids; Fresh Ideas from the National Conference and CESRA/RVESRA Certification; Employee Clubs and Fundraisers; Having an Employee Store Without a Store and Discounts; and Morale Boosters and Employee

Recognition. The chapter held a Fall Professional Development Seminar and Trade Show.

In addition, the chapter hosts chapter-sponsored tournaments and trips and invites employees from all San Antonio NESRA-member companies. The group keeps prices affordable to enable employees, their families and friends to participate. Any monies from the event are put toward the next chapter event.

NESRA of San Antonio held a summer membership event at NESRA Associate Member Company Schlitterbahn Waterpark and Resort. Through the chapter's connections to the local Human Resources Management Association, NESRA of San Antonio mailed an invitation for a "family event" to over 300 human resources professionals in the San Antonio area.

Along with all of the NESRA information NESRA of San Antonio presented to the attendees, the chapter also talked about the importance of employee services in today's work world. The chapter presented examples of how employee services can impact a company's bottom line and positively affect employee morale. Information explained how employees participating in healthy lifestyle programs will increase employee productivity, utilize company health insurance less due to better health, and how this can decrease insurance premiums, etc. All of this was tied into why NESRA and its focus on all work/life issues is such an important component to any company today. The chapter attracted a number of new companies to NESRA membership following this event.

The NESRA of San Antonio chapter held its community service project in conjunction with its Holiday Luncheon in December. Each NESRA member was invited to attend the luncheon as a guest, if she or he would bring either a \$5 minimum cash donation or an unwrapped toy to be donated to a local toy drive. This toy drive is a huge effort that collects thousands of toys each Christmas for the needy children in the community.

Along with the cash and toys collected from each luncheon attendee, the chapter's NESRA Associate Member company, Parties, Picnics and Promotions, donated a huge box of plush animals from its prize coffers. The chapter's donations helped to brighten the holidays for many less fortunate children in the San Antonio community.

PEERS of NESRA Bloomington, IL

Tampa Bay/Suncoast Chapter of NESRA Tampa, FL

PEERS of NESRA hosts monthly educational meetings with topics such as Dealing with Difficult People; Attorney Presentation on Liability Issues in Event Planning; Eldercare Planning; and Forming Investment Clubs. Additional events include a membership drive and vendor displays.

In April 1998, the PEERS of NESRA chapter featured Joy Loverde as its membership meeting guest speaker, discussing eldercare planning. Every year, there is a game day at Wrigley Field designated as Bloomington-Normal Day. For the past few years, PEERS has reserved 1,000 tickets and made them available to all PEERS member companies and their employees.

The PEERS board requires the individual company representatives be responsible for all publicity and coordination within their organizations. The current president of PEERS then coordinates obtaining the tickets from the Cubs' office and distributes them back to each of the company representatives.

The PEERS chapter makes it possible for several board members to attend the NESRA national conferences by granting them scholarships to do so. The chapter also pays for the luncheon of monthly first-visit guests and for all guest speakers. The chapter has a quick and easy fundraiser done at each chapter meeting, which is a 50-50 drawing.

The 50-50 costs one dollar per drawing ticket or two dollars for three drawing tickets to participate. The winner keeps 50 percent of the total collected and the other 50 percent goes into the PEERS treasury. Everyone has fun trying to win a few extra dollars to take home from the meeting.

The Tampa Bay/Suncoast Chapter highlights Associate Member companies at each meeting. The first Associate Members who respond to invitations for the upcoming meeting are given a 5-10 minute "commercial time" to introduce their companies, services and goods supplied and any upcoming special offers. These Associate Members are allowed to distribute information to the membership at the meeting.

This program encourages attendance by associate companies to the meetings and even allows for a "friendly competition" among them to see who could RSVP first and who could make a better presentation at the meeting.

The chapter hosts an annual membership drive and chapter recognition program. During the past year, the chapter offered the incentive of a paid conference registration to NESRA's Annual Conference and Exhibit to the current member who referred the most new members.

Tampa Bay/Suncoast Chapter is using the Internet to its advantage. In its membership directory the chapter has started publishing internet addresses for the members. The chapter also offers the option of responding through e-mail for meetings, and it e-mails members information on upcoming specials.

Tampa Bay/Suncoast Chapter invited Dave Bell, from NESRA's Eastern Field Office, to speak at one of its meetings. He gave a presentation outlining the changes from NESRA Headquarters and offered support to the chapter. Bell included suggestions to strengthen the relationship of the region's local chapters.

To assist with community service, the chapter offered special incentives to all its members who donate toiletries. The donations are sent to the local women's shelter to assist abused spouses and children in the transition phase. Any member who donates toiletries receives extra door prize tickets for that meeting. This program was well received by the chapter members and appreciated by the local women's shelter.

**The PEERS
Chapter Makes
It Possible For
Several Board
Members To
Attend The
NESRA National
Conferences By
Granting Them
Scholarships
To Do So**



CHAPTER MERIT AWARD

Associated Industrial Recreation Council (AIRC) Burbank, CA

In September 1998, AIRC was one of the chapters who hosted the NESRA Western Region Conference and Exhibit, which attracted 377 attendees, over 50 who were first timers.


Attendees enjoyed a blend of education, networking and new products and services.

In March 1998, AIRC held a joint chapter vendor fair with two other chapters. The meeting had a St. Patrick's Day theme. There were 78 organization members and 61 associate members in attendance.

There are advantages to holding a joint chapter vendor fair over a single chapter event.

Typically, the attendance will be greater at a big event with even more attendees than the combined attendance count of separate meetings. The vendors, who have very busy schedules of their own, prefer to attend one meeting where they will see a greater number of organization members all at once.

The chapter hosts a Three-in-a-Row Incentive Program developed as a means to encourage members to attend the monthly chapter meetings. Anyone who attended three consecutive chapter meetings received one door prize raffle ticket at the fourth monthly chapter meeting. These people were recognized in the meeting as participators and supporters of the chapter.

This incentive program rewards those who attend on a regular basis. Others in the chapter are encouraged to attend more often as they notice greater attendance, strength and support in the chapter. Associate members benefit more with higher attendance and tend to donate more and/or better door prizes at these meetings. 

Learn more about NESRA's *Awards of Excellence Program*

**contact Jean Wilson at (630) 368-1280 or e-mail her at
jeanwilson@nesra.org**

Practical Alternatives for Managing Childcare Issues in the Workplace

By Michael Scott

Why is our company dragging its feet relative to building a childcare center? Just last night on the news, I heard that even the Los Angeles International Airport has recently opened a brand new child development center. The reporter was saying that the center has the capacity to serve approximately 100 children of airport employees and tenants and is equipped to care for children ranging in age from 6 weeks to 5 years old. The center seems really neat. It's even got an outdoor playyard that has canopies sloping at various angles to mimic the wings of aircraft positioned for take off. And then this morning on my way into work, I heard a news report on the radio indicating that 31 of the 100 best companies to work for in America offer on-site childcare. When are we going to get our childcare center?"

Ever heard this or something similar said at a work/life task force meeting? Or even among employees chatting at lunch? If you currently have a childcare center, you may have even heard rumblings that what is currently being done at your company in the way of childcare services is not enough.

What do you do as an employee services provider when the pressure is on for you to develop a strategy that will magically make the childcare dilemma go away? While building a center can obviously be a real perk when it comes to recruiting and retaining quality employees in today's tight labor force, it's certainly not the only option. Let's explore some additional ways to demonstrate to your employees that you care about their childcare needs.

1. Flexibility in Work Arrangement

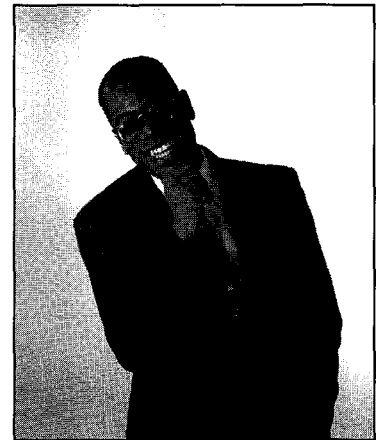
A Families and Work Industry study conducted for *Working Women* magazine found that mothers who worked for flexible bosses were seven times less likely to quit and felt less stress at work, as well as at home. In fact, a number of work/life studies over the years have indicated that flexible work schedules ranked higher in their ability to satisfy workers than even on-site childcare. Given these findings, it is imperative that you emphasize workplace initiatives that support flexible work hours and work arrangements. Often it's the little benefits that you offer in terms of flexibility that can have the biggest impact.

2. Leave Time

Were you aware of the fact that worker turnover costs significantly more than parental leave to an organization? What this is telling us is that you can play a valuable role in promoting the value of leave time to your employees. Take for example the Charlotte, North Carolina based NationsBank. One of their more widely promoted programs is called "Select Time," a program designed to help new mothers phase back into the workplace gradually. Undoubtedly, this has had an impact on retaining new mothers who otherwise might have opted to stay at home permanently.

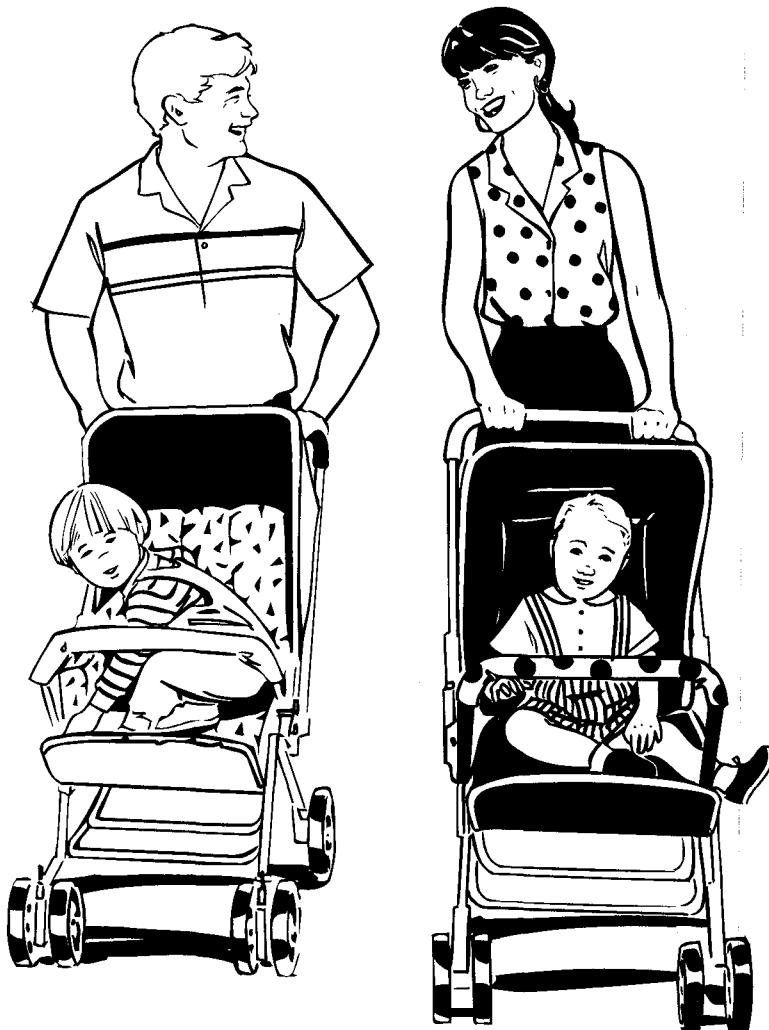
3. Assistance

The National Jewish Council reports that 56 percent of new mothers they surveyed indicated



Michael P. Scott is a regular columnist for *Employee Services Management* and has been a frequent speaker at NESRA's Annual Conference & Exhibit, as well as for various chapters nationally. He is the author of the recently released book, *Catch Your Balance and Run: Proven Life Management Strategies To Assist You In Today's Fast Paced World* (\$14.95 / (800) 804-0709). Contact Michael regarding articles that would be useful in addressing your most pertinent work/life issues at EUpower2u@ix.netcom.com.

that help finding childcare was one of the employer benefits they found most useful. Resource and referral hotlines provide an excellent alternative or supplement to a childcare center. These services put parents in touch with trained specialists who can assist them in locating, evaluating and managing options for their children. Also, don't forget to communicate your childcare reimbursement program if you have one available, where employees can sock away pre-tax dollars for childcare expenses. What about even offering basic discounted conveniences such as diapers, baby formula and the like for working parents. Remember, it's often the overlooked perks that can truly make a difference.

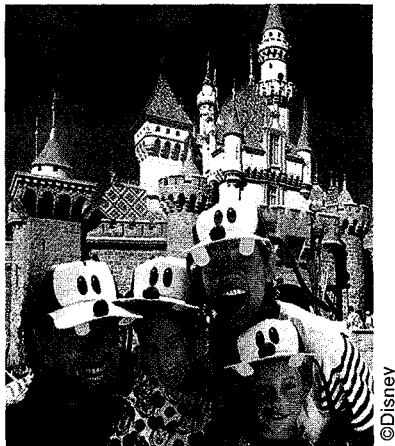


Additional Resources to Assist You in Exploring Childcare Options at Your Workplace

- **National Association for the Education of Young Children**
1834 Connecticut Ave. N.W.
Washington, D.C. 20009
(202) 232-8777; (800) 424-2460
Send for the publication list and standards for accreditation of childcare providers.
- **School-Age NOTES (National Resource Organization on School-Age Care)**
P.O. Box 40205
Nashville, TN 37204-0205
(615) 242-8464
Resources and information on school age care, programming, conflict management administration, professional news.
- **Nanny Association**
(402) 691-9628
Assistance for your employees in finding a pre-screened nanny or babysitter.
- **Childcare Aware**
(800) 424-2246
Sponsored by Dayton Hudson Corporation and a consortium of national and local child advocate organizations, this organization can assist your employees in identifying quality childcare in their area by putting them in touch with your local childcare resource and referral agency.
- **Family Resource Coalition**
200 S. Michigan Ave., Suite 520
Chicago, IL 60604
(312) 341-0900
Publications on Childcare



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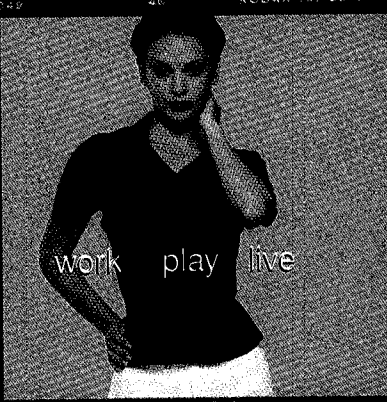
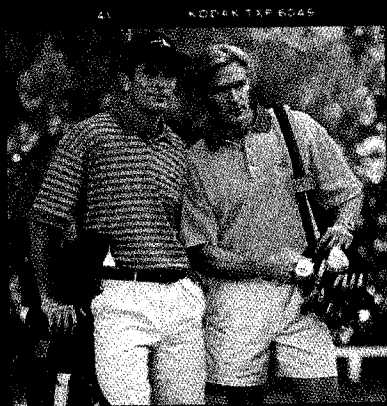
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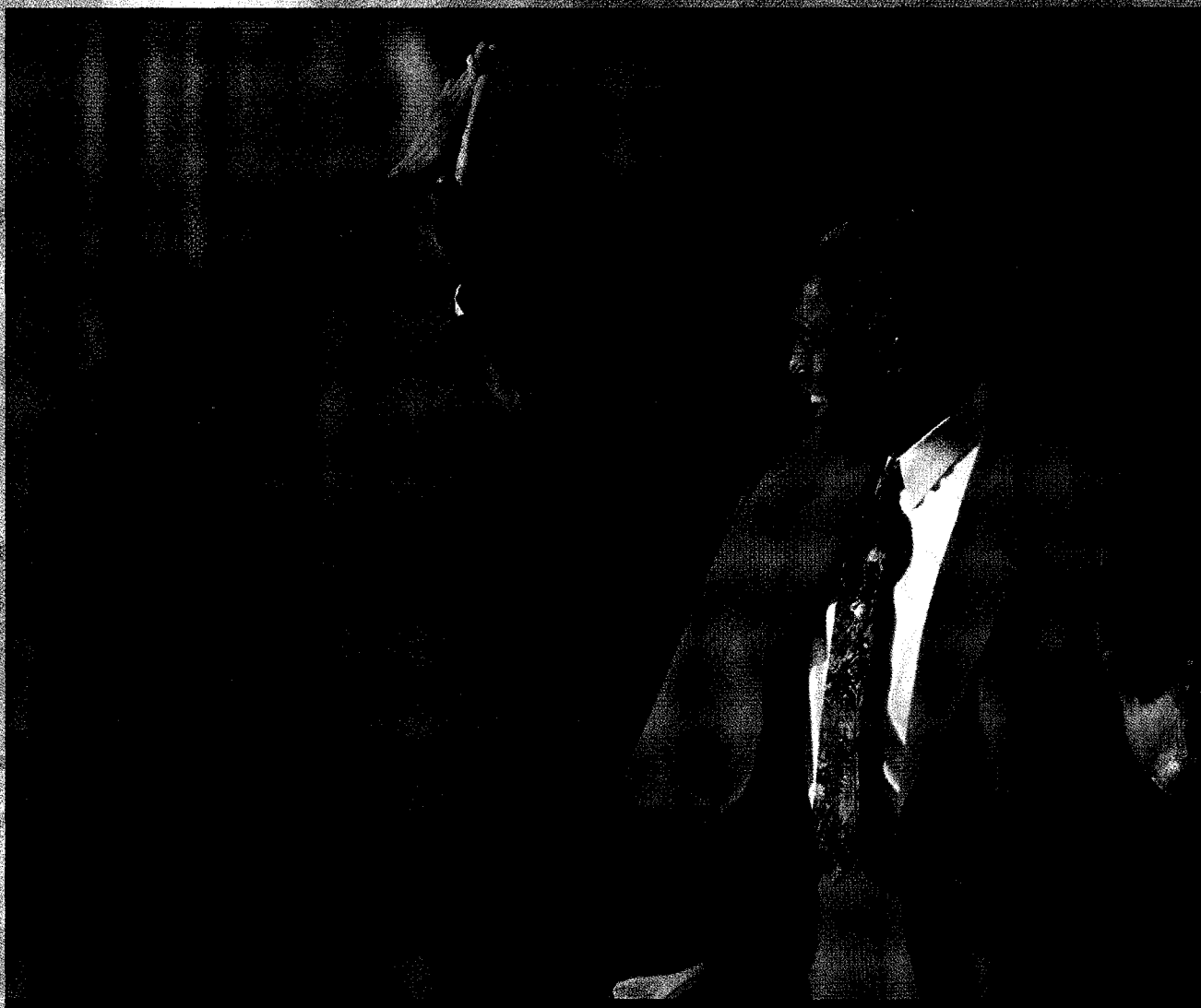
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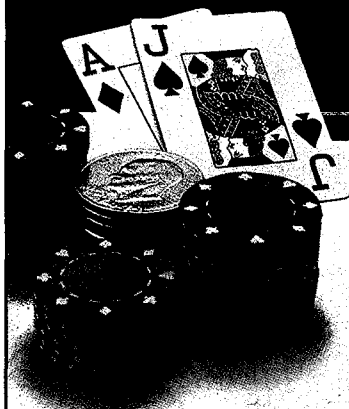
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By Renee M. Mula

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Learn how to structure an internship program that will increase productivity, lower recruitment costs, improve employee retention, and make you the employer of choice!

By Nelson L. Cooper and Jon C. McChesney

30 The Latest Workplace Dress Codes

First work, then a lunch meeting, next dinner and maybe a movie? Learn how today's workers are dressing for their busy schedules and find out the results of a NESRA company dress code survey.

By John Borja

You're In Demand

By Renee M. Mula

The current recruiting and retaining issues that employers are facing have put employee services providers in demand. This month's issue of *Employee Services Management* will teach you how to create programs that will help your corporation attract quality workers. From improving your recognition programs to benefitting from work/life training and development to implementing an internship program, learn how to strengthen your employee services with these trends and ideas.

When it comes to recognition awards, employees want options. A recent survey by NESRA member Ralph Ferrara, CESRA, General Mills, shows that some employee services providers are instituting immediate rewards to show employees appreciation on a regular basis. Turn to page 14 for "Rejuvenating Your Recognition Programs," by Karen Beagley, and learn how your company's recognition program compares to that of your peers. You'll discover new ways to spice up your existing program with popular gift and presentation ideas.

If you're looking for new recruits, you can get access to the "cream of the crop" by implementing an internship program. With "Internships In Employee Services," page 26, you'll learn how to get your company's name recognized as an "employer of choice" by building relationships with colleges and universities. Lecturer Nelson Cooper and Assistant Professor Jon McChesney teach employee services providers how to structure an internship program that will attract students as potential job candidates.

Employees want to be comfortable at work. But, do your employees think Casual Friday means khakis and a nice shirt or a baseball cap and jeans? Many offices have moved towards a business-casual dress code, but is this trend here to stay? On page 30, learn what NESRA members are wearing to work in "The Latest Workplace Dress Codes," by John Borja, and discover why "you are what you wear."

NESRA is working overtime to provide the best work/life resources to employee services providers. Read about our most recent conference and seminar events in "NESRA Provides Work/Life Training and Networking," page 18. Recall memories from April's conference in Las Vegas and read about the success of NESRA's first "Work/Life In Motion" seminar in Chicago.



EMPLOYEE SERVICES MANAGEMENT

Publisher

PATRICK B. STINSON

Director of Communications

CYNTHIA M. HELSON

Editor

RENEE M. MULA

Designer

DALE DODSON

Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd.
Solon, OH 44139
(800) 335-7500 (440) 349-3353
Fax (440) 349-3447
E-Mail: bashian@idt.net

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.
Solon, OH 44139
(440) 498-9297
Fax (440) 498-9298
E-Mail: abvsales@aol.com

ROBERT H. KRUEH

Box 234
Fulton, MD 20759
(301) 924-4473
Fax (301) 854-2464
E-Mail: rhkrueh@mindspring.com

Editorial Advisory Board

JOSEPH J. BANNON, Ph.D.

Management Learning Laboratories

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2211 York Road
Suite 207
Oak Brook, IL
60523-2371

(630) 368-1280

(630) 368-1286 FAX

<http://www.nesra.org>
nesrahq@nesra.org

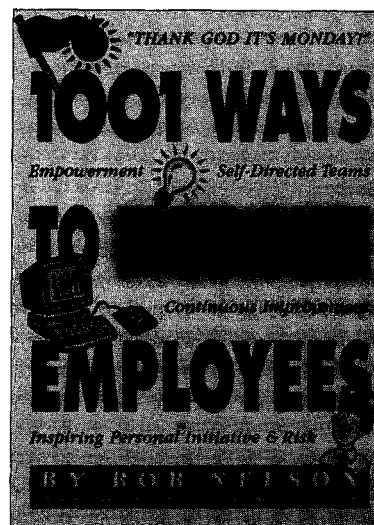
Western Field Office

Phyllis Smith
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Rowland Heights, CA 91748
(626) 913-4014
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Take the brakes off your business. In the perfect follow-up to *1001 Ways to Reward Employees*, the innovative book that has over 444,000 copies in print and spent 19 consecutive months on the *Business Week* bestseller list. Bob Nelson reveals what real companies across America are doing to get the very best out of their employees—and why it's the key to their success.

Weaving together case studies, examples, techniques, research highlights, and quotes from business leaders, *1001 Ways to Energize Employees* is a practical handbook packed with suggestions for increasing employee involvement and enthusiasm. Energizing is empowerment—Dillard's Department Store managers are encouraged to override the corporate model and think outside the system. Energizing is listening—AT&T Universal Card Services employee suggestion system yields 1,200 ideas a month and millions of dollars in savings. Energizing is encouraging risk-taking—Hershey Foods gives out The Exalted Order of the Extended Neck Award. Energizing is Starbuck's making employees partners; Saturn creating teams that function as independent small businesses; Springfield Remanufacturing's opening its books to all employees.

1,001 Ways to Energize Employees by Bob Nelson

Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, published by IDG Books.

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"It's hard to get everyone lined up and marching the same way unless you can tell them where you're going."

Daryl White

Employee Loyalty Up Despite Tight Job Market

The loyalty of American workers is growing, even in today's tight labor market, according to the Workforce Commitment Index (WCI), an annual measure developed by Aon Consulting, Inc.

Each year, the Chicago-based firm interviews 1,800 American workers to track employee loyalty and the business practices that drive it.

Annual scores are measured against the 1997 benchmark score of 100.

The WCI bounced back in 1999 from a decline last year to post a 2.6 percent gain. The Index registered 100.3 in 1999, up from 97.8 last year, surpassing the benchmark score of 100.

The WCI findings are part of *America @ Work 1999*, a study by Dr. David Stum, senior vice president of Aon Consulting and director of the study.

"These results are great news for American businesses, and frankly somewhat surprising," said Stum. "Unemployment rates dropped to 4.2 percent in March 1999, the lowest level in 29 years. There is no question we are in a seller's market for labor. Yet, employees remain basically loyal to their employers. And, the most

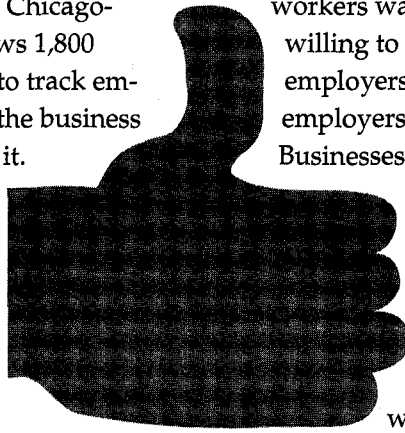
sought-after employees—highly educated, high-income professionals—are more committed to their employers this year than last year."

Stum says that American workers want to be loyal and are willing to commit to their employers, but they need their employers to meet them halfway. Businesses must respond with

policies that meet the changing needs of a diverse workforce.

America @ Work 1999 found that roughly 25 percent of employees would change jobs for a pay raise of 10 percent, while more than half would leave their current jobs for a pay raise of 20 percent.

According to Stum, American businesses are facing a new competitive environment for employees. The current difficulty of finding good workers is not a storm that companies can weather—it is a condition that is here for the long term. "Labor statistics suggest that the growth of the American labor pool will continue to slow in the coming years, particularly in the 25-44 age group," says Stum. "Companies are accustomed to competing for market share—now they're going to have to compete for 'workforce share' as well."



A newsletter of ideas for the Employee Services and Recreation Provider

KEYNOTES

Continued on page 6

Employee Loyalty

Continued from page 5

This year's study shows that among all the things an organization does or could do, management's recognition of the importance of personal and family life remains the top driver of employee loyalty. "Most employers consider family issues to be softer and less important than other employee benefits, but our research clearly shows just the opposite," explains Stum. "Companies that help their employees juggle the demands of work and family will be the big winners in the competition for good employees."

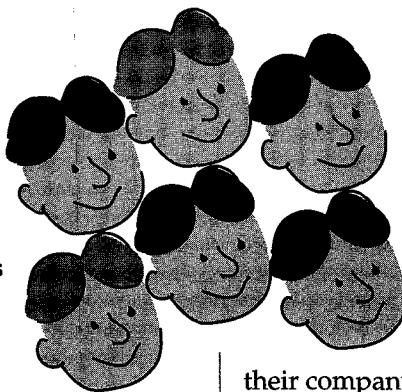
Stum says that longer work weeks are putting increasing pressure and stress on the American workforce. More than half of the employees in the study report spending more than 40 hours per week at work, while 15 percent report working more than 50 hours each week. The study found that 53 percent of American workers feel burned out by job stress, and 30 percent report high levels of stress at home.

Employees give their employers mixed reviews for helping them to battle stress and balance their responsibilities.

Approximately 52 percent of employees agree that their employers do a good job recognizing the importance of personal and family life. Another 20 percent say that they "somewhat agree," while 25 percent are unsatisfied with their employers' performance.

Employees who spend a moderate amount of time each week attending to personal matters while at work have a higher level of commitment (WCI scores of 102-104) than those who spend no time (96).

The other top drivers of workforce commitment, in order, are the extent to which employers provide opportunities for personal growth, satisfy customer needs, communicate about benefits, and



ensure that the skills of coworkers keep pace with increasing job requirements.

Approximately 33 percent of employees say that

their company is exceeding their expectations for providing opportunities for personal growth. More than three-quarters believe their company does a good job satisfying customer needs. Roughly 68 percent are satisfied with the communication they receive about their benefits. And, 83 percent say their coworkers have the skills necessary to do their jobs.

(Aon Consulting, Inc. is an employee benefits and human resources consulting firm. For more information on the America @ Work 1999 study, call (312) 329-7698.)

DID YOU KNOW?

- To hire great employees, seek out the ones who already work for you. Interview them and document which qualities they have in common. Then, look to hire people with those same qualities.

(The Motivational Manager)

- A recent corporate-giving survey shows that nonprofit organizations, particularly colleges, are competing for corporate dollars now that companies are donating less cash and more products.

(Wall Street Journal, December 24, 1998)

"Nobody believes the official spokesperson... but everybody trusts an unidentified source."

Ron Nesen

Extending the Life of Your Laptop Battery

Compared to computer chips and other computer parts, laptop batteries have barely moved in the technological advancement department. While they have improved, there have been no real breakthroughs on the basic physics of storing electricity.

With this in mind, there are techniques to keep your laptop battery in tip-top condition. Follow these tips to lengthen the life of your battery:

- **Keep a CD in your CD-ROM drive.** The Windows program checks the CD-ROM drive periodically for the presence of a CD. If there is not a CD in the drive, the program will use extra power during this check.
- **Pull out your PC cards.** Whether or not they are in use, they draw power from the battery.
- **Cut down on multitasking if you are running on batteries.** Since some programs use up a lot of memory, close the programs that you are not using.
- **Add more RAM.** Inserting and ejecting disks will drain your battery. The more RAM you have, the more information you can save on your hard drive.
- **Turn off the modem.** If you are not using it, disable the modem through your computer's Setup program.
- **Clean the battery contact.** This is especially important if you use multiple batteries. Dirt and grease shorten the life of batteries. Use a cotton swab and rubbing alcohol to clean the contacts.

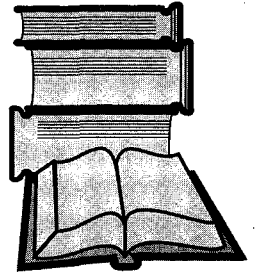
• **Walking, even at a pace of between 2.5 and 4.5 miles per hour, burns off up to 315 calories per hour. Ballroom dancing can burn up to 385 calories per hour, and salsa or swing dancing can burn up to 400 calories per hour.**

• **"The ultimate leader is one who is willing to develop people to the point that they surpass him or her in knowledge and ability."**

(Fred Manske, Jr.)

Four Methods to Learning

You can learn new skills without having to attend a classroom or participate in a training program.



Just look around and commit yourself to the goal of learning. Gain knowledge with these four approaches to learning:

1. Read magazines and books. The number of publications written for specific subjects has increased dramatically. Subscribe to publications that will help you on your job, be it training new employees or selling your ideas to management. Become even more valuable to your company by keeping up with your industry and staying on top of trends.

2. Listen to audio tapes. You can learn a host of skills, from time management to foreign languages, by just popping in a learning tape during your commute to work or during a workout.

3. Join community organizations. Learn while you give back to your community. Volunteer service organizations can provide a host of opportunities to develop skills like public speaking, budget management and leadership skills.

4. Spend time with your colleagues. One of the best ways to learn is to watch others. If there's a person who can teach you new skills at work, ask for help. Watch, participate, and learn.

Give Employees Project Ownership

Show employees your trust by assigning them sole ownership of projects. Rather than letting projects or responsibilities overlap between two people, assign one person the responsibility of the project's outcome. This will empower employees and give coworkers and clients one place to look for information about the project.

(Positive Leadership, January, 1999)

Technology In Use In Public Schools

CD-ROM	93 percent
Cable	74 percent
Modem	72 percent
Internet	70 percent
LAN	65 percent
Videodisc	55 percent
WAN	30 percent
Satellite	28 percent

(Speechwriter's Newsletter, No. 884)

Creating Brochures That Sell

You don't have to be a graphic artist to create brochures that will successfully promote your latest employee services programs. Follow these steps when promoting your programs in a brochure format.

1. Plan ahead.

What is the purpose of the brochure? Where will it be distributed? Who is your target audience? What information should be included? Document your ideas and then brainstorm with coworkers for a theme that will draw your readers' attention. The theme should coordinate pictures, words and color into one message. Look to other brochures for copy and design ideas.

2. Write the copy first. Once you develop a theme, brainstorm different headline ideas. Focus only on one concept. Write your text in short, bite-size paragraphs and use subheads. Use bullets and numbers to highlight your program's features. Don't worry about length at this point. You can edit the text to fit the brochure during the layout process. If you need to cover several topics, consider creating a different brochure for each.

3. Create a look that commands attention. Use a bold statement and striking design on the first panel of the brochure. Choose professional photos and appealing graphics. Remember, your design should complement the printed materials that will accompany it.

4. Understand the brochure's purpose. The brochure alone will

not sell your program. You must get the word out by speaking to your employees about your program. The brochure should be used as follow-up information or as a way to spark employees' interest to find out more.

5. Leave out potentially dated information. Rather than listing registration fees or dates in the brochure, list them on a separate flyer that can be inexpensively recreated and printed. Your brochure will have a longer shelf life when fees

or dates change.

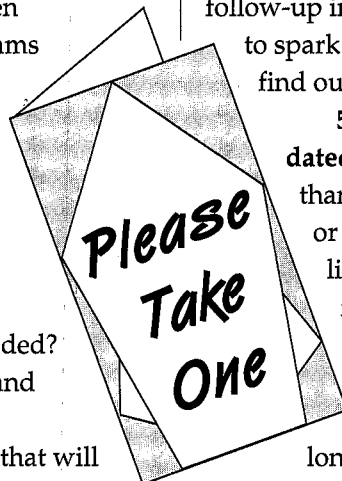
6. Information should flow. Each brochure panel must convey a clear message. Make the topics flow from panel to panel. Your readers should understand the brochure's message by the second panel.

7. Summarize your message. Use the last or next to last panel to reiterate your message. This will allow time-conscious readers to understand your concept in a hurry.

8. Call your readers to action. Print your company's information on the last panel and ask employees to respond. Your logo, address, telephone number, fax number, website, and e-mail address should appear on this panel. Sign-up forms can also appear here.

9. Select quality paper. Your printer can give you a few choices, based on your design. Choose a professional look that will match the messages of both your program and your company.

(Office Hours, November 26, 1998)



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Editor/Production: Renee M. Mula

Sample Request for Proposal (RFP)

There is a trend toward employee services managers expanding their offerings to employees by outsourcing different services. As we become more like brokers, managing several outsourcers, we need to become well versed in requesting complete proposals from suppliers. Doing so insures that your company's needs will be met and it helps in "comparing apples to apples" so to speak. Here is an example of a generic Request for Proposal for a company seeking to outsource its Fitness Center operation. Consider filing this and referring to it as a resource for your employee services operation.

(DATE)

I. Statement of Intent

The (NAME OF COMPANY) is considering outsourcing its Fitness Center operation located at (ADDRESS). The successful bidder will clearly demonstrate their ability to reduce operating costs while maintaining, if not improving, (COMPANY) present level of quality and service to our clients.

II. Instructions and Conditions

A. Deadline and Delivery Information

The deadline for submitting a complete proposal is (DATE). Submit four (4) copies of the proposal to:

B. Inquiries

Inquiries should be directed to:

C. Conditions

1. Telephone/fax proposals will not be accepted.
2. Failure to comply with the deadline will result in non-consideration of the proposal.
3. Issuance of a proposal does not commit (COMPANY) to pay any costs incurred in its preparation and submission, nor does it imply an obligation to enter into a contractual agreement with any supplier.
4. Proposals will not be returned following the evaluation period.
5. (COMPANY) reserves the right without qualification to select a supplier based on, in part but not exclusively, the content of the proposal, (COMPANY'S) experience with the supplier (if applicable), cost and any other relevant information as well as recommendations concerning the supplier's respective record of past performance with other clients.
6. In order for the proposal to be considered, all information requested in the RFP must be furnished.

D. Confidentiality

The supplier shall not disclose to anyone, other than the supplier's employees and officers directly connected with responding to this RFP who have a need to know any information concerning this RFP. No news releases, public announcements or any references to this RFP or any phase of the program hereunder shall be made without the prior written consent of (COMPANY).

E. Proprietary Data

Any proprietary data contained in the supplier's proposal will be safeguarded with the same degree of protection (COMPANY) exercises with its own proprietary data. All such proprietary data contained in the supplier's proposal must be clearly identified. For purposes of this exercise, all (COMPANY) data supplied in this RFP and data supplied under separate cover in support of this RFP shall be considered proprietary information.

F. Terms of the Proposal

Supplier agrees that any proposal submitted will remain valid for a period of ninety (90) days from the date of (COMPANY'S) receipt of the proposal.

G. Proposal Acceptance

(COMPANY) reserves the right to accept or reject any proposal without explanation.

H. Tour of Operating Areas

A tour of the operating area involved in the RFP shall be conducted on (DATE). Due to confidentiality, no questions shall be entertained between suppliers and the present staff during the tour. An opportunity to ask questions will be available following the tour. Tours are limited to no more than two (2) people per supplier.

I. Oral Presentation

An oral presentation of the supplier's proposal is considered part of the bidding process. Presentation should be limited to 30 minutes for presentation and 30 minutes for question/discussion.

J. Revised and/or Additional Provisions

(COMPANY) reserves the right to add, delete, and/or revise any article or clause in this RFP, prior to the awarding of a contract. In addition, any resultant contract may include other provisions mutually agreed upon or as required by law.

K. Supplier Selection

The final supplier selection shall be at the sole discretion of (COMPANY). All other suppliers will be notified by mail within 24 hours after final supplier is selected.

III. Proposed Schedule

A. Distribution of RFP:

(DATE)

B. Tour of Operating Areas:

(DATE) (TIME) firm

C. Deadline for Proposal Submission

(DATE) by (TIME)

IV. Required Information

Discuss each item. All information requested should be submitted in the same order used in this RFP.

A. General Information

1. Company Name

Street Address

City, State, Zip Code

2. Contact Person and Title

Phone Number

3. Brief description of Company (number of employees, locations, number of years in business, core business(es), etc.)

B. References

1. List all currently active accounts in the metropolitan area where your company is providing operational services in the area of Fitness Center management. Include name of contact and phone number. Identify services that are provided.

C. Financial Information

Provide most recent audited annual report or compiled financial statement.

D. Subcontracting

(COMPANY) has incorporated a comprehensive Supplier Diversity Program as part of its operating strategy. List opportunities for subcontracting to minority-owned businesses and provide an estimate of the annual dollar value for which (COMPANY) dollars might be spent through these subcontracts.

E. Implementation Plan

1. Describe the steps that will take place from supplier selection/contract approval to start date.
2. Provide staffing plan. Include:
 - a. The number of people and titles
 - b. Organizational chart
 - c. Position descriptions
 - d. Salaries
 - e. Benefits

F. Innovations

Include a discussion of specific service innovations, opportunities and alternatives that may be appropriate for joint exploration and/or evaluation with (COMPANY). The objectives of such ideas must be oriented toward additional efficiencies and levels of quality appropriate for each area of operation.

G. Pricing

The proposal must include a full description of any and all fees proposed to be charged for the performance of services. The financial projection is to be for a 48 month period, broken down in one year increments covering the period January 1, (YEAR) through December 31, (YEAR). Any costs associated with opening the account that will be passed on to (COMPANY) must also be included.

Note: All costs should include detail description on a monthly basis.

H. Insurance

Provide information about the insurance coverage that is included for the services, facility and personal liability detailed in the proposal.

V. Guidelines

Listed below are the guidelines that should be considered when preparing your proposal for (COMPANY).

- A. Proposals are to be based on providing the Fitness Center services as they currently exist. (COMPANY'S) desire is to have a total "turn-key" operation provided. Therefore, the responsibility for all negotiations with outside suppliers will be the sole responsibility of the supplier. The purchase of leasing of equipment will be subject to (COMPANY'S) approval. Alternatives to (COMPANY'S) current operational methods of service will be considered. All alternatives should identify savings and/or service improvements and should be documented with full explanations.

-
- B. All required supplies, towels, laundry services and toiletries will be purchased by the supplier at no additional cost to (COMPANY).
 - C. All existing equipment will be purchased by the supplier.
 - D. All equipment, supplies and maintenance agreements will be the responsibility of the supplier.
 - E. The facility will be maintained in the same condition as at the start of the contract. Any damages as a result of careless or unmonitored actions will be repaired and/or replaced to the satisfaction of (COMPANY) and all costs will be to the supplier.
Note: See Attachment II for list of equipment referred to in C and D above. (Attach equipment list)
 - F. Financial estimates of operating costs are to be based on specifications outlined in this RFP. Information includes: current staffing levels, current production reports and current equipment list.
 - G. Projections are to be based on the current facility population of approximately (NUMBER) people.
 - H. Holidays currently observed are:
 - New Year's Day
 - Memorial Day
 - Independence Day
 - Labor Day
 - Thanksgiving Day
 - Day after Thanksgiving Day
 - Christmas Day
 - I. Current hours of operation are:
 - Regular hours:
Monday-Friday, 6:00 a.m.-7:00 p.m.
 - Summer hours:
Monday-Thursday 6:00 a.m. -7:00 p.m., Fridays 6:00 a.m.-4:00 p.m.**Note:** Hours between the middle of May and Labor Day (Summer Hours) are adjusted so that half the staff is off every other Friday.
 - J. All management reports to (COMPANY) are to be consistent with current formats. (Attach policies)
 - K. Suppliers will provide service within the work space currently occupied.
 - L. All records pertaining to the supplier's services provided to (COMPANY) shall be retained by the supplier for a period not less than three years and shall be made available to (COMPANY), its employees, agents or auditors at the request of (COMPANY).
 - M. All personnel provided by the supplier will be deemed exclusive employees of supplier and all liabilities arising with regard to these employees will be the sole liability of supplier.

VI. Minimum Required Services

A. Fitness Center

1. Goals

- Manage the daily and long-term operations of the Fitness Center in order to maximize the health and well-being of (COMPANY) employees. Primary emphasis is on the development, marketing and

management of programs and services which encourage and enable (COMPANY) employees, dependents and retirees to be physically fit, healthier and more productive. Emphasis is also placed on the analysis and documentation of program results and effectiveness. To oversee interpretation of programs with a team of professionals from associated departments whose collective goals are to provide a comprehensive health promotion program to decrease morbidity and mortality, manage stress, improve morale, enhance recruitment, reduce absenteeism, increase employee retention, and reduce health care costs.

2. Current Operations

- Recruit, train, manage, develop, and coach the professional Fitness Staff, thus enabling team and individual growth and development.
- Develop, implement, market and manage motivational and incentive programs which encourage physical activity, increase Fitness Center utilization and membership, as well as activate the inactive member.
- Evaluate program and service effectiveness through establishing measurement parameters, analyzing data and maintaining appropriate comparative records.
- Collaboratively develop and integrate Fitness Center expertise in wellness with programming to maximize impact on the health care of all (COMPANY) employees.
- Counsel, educate and encourage new, potential and current participants to establish a consistently active and healthy lifestyle.
- Provide high-quality exercise leadership for Fitness Center users to maximize participation and promote wellness among employees.
- Provide all aspects of fitness testing (sub-maximal, strength, flexibility, body composition), and exercise prescription and personal exercise plan (PEP) for Fitness Center users. Conduct interpretation sessions for participants who complete testing protocols to increase awareness of their personal fitness levels.
- Service the environment-related areas of the Fitness Center by maintaining cleanliness and adequate supplies of amenities to make the facility an attractive, desirable place in which to exercise.
- Coordinate a group exercise class program (GEC) including aerobics and special offerings, by developing and implementing diverse, high-quality, and cost-effective classes in order to increase member participation in group activity sessions.
- Assist with development of a quarterly brochure highlighting upcoming Fitness Center and Health Services programs.
- Perform administrative duties including processing of new memberships, membership cancellations, terminations, transfers, contracted employee memberships, locker service, attendance and utilization, and appropriate monthly reports.

For more information on writing a Request for Proposal, call NESRA Headquarters at (630) 368-1280 or e-mail us at nesrahq@nesra.org.

REJUVENATING YOUR RECOGNITION PROGRAMS

By Karen G. Beagley



*Rewarding
Employees For
Years Of
Service Is
Still A
Popular Way
To Show
Appreciation*

Despite many corporations' fight to retain workers, a recent survey conducted by NESRA member Ralph Ferrara, CESRA, manager, employee services, General Mills, Minneapolis, MN, found that rewarding employees for years of service is still a popular way for employers to show appreciation for employees' contributions to the company.

The survey asked 26 NESRA members to answer questions regarding their recognition/service awards programs to measure the popularity

of corporate recognition programs. The results show that recognizing employees for service is alive and well in many companies, but employee services providers are finding new ways to spice up their awards presentations and the gifts themselves. Employee services providers are discovering that employees are more difficult to satisfy when it comes to the quality of their gifts. They have found that employees appreciate options. Some of those surveyed are planning to offer their rewards on the web, while others are giving



employees the opportunity to donate their rewards to their favorite charities. And, despite the popularity of years of service awards, some of those surveyed are considering the institution of immediate rewards to show employees appreciation on a regular basis.

Read on to learn the latest trends in recognition programs and compare your company's recognition/service awards program to those that follow. Remember, the most important part of a recognition/service awards program is to be consistent and to honor your employees for their loyalty to the company and a job well done.

At which service year intervals are your employees given a gift?

The most popular intervals at which to reward employees are five, 10, 20, 25, 30, 35, and 40 years of service. Six of the companies surveyed also recognize employees at one year of service; 17 companies continue recognition for 45 years of service and 15 companies keep the tradition going for remaining years of service. This could be because not many companies have employees who have worked for more than 45 years of service.

Only four of the respondents specify that they recognize an employee upon retirement. Those who answered regarding retirement put it under the "other" category. The remaining respondents might not have thought of years of service to also mean retirement.

Are emblematic items available? If so, what type?

The most popular emblematic items to give employees for years of service are jewelry and watches with 17 and 18 of those surveyed responding. Other respondents answered pins, tie tacks, tie bars, necklaces, rings, and bracelets but listed those separately, not under the jewelry category.

Fourteen of the respondents give pens and pencils and eight respondents give precious and semi-precious stones. Other gifts include clocks,

silverware, binoculars, lamps, knife sets, company logo sets, service pins, luggage tags, desk-top awards, putters, dress knives, keyrings, card cases, money, belt buckles and money clips. One respondent adds that "a company emblem can be added to just about anything."

What other categories of items are offered to your employees?

Of the items mentioned in the "other" category, the popular items given for years of service are timepieces, sporting goods, collectibles, electronics, luggage and fitness equipment.

Others included furniture, globes, vases, pens and pencils, crystal, cameras, tools, art prints, savings bonds, share of company stock, gold coins, china serving sets and clothing.

How do you administer the program?

Of the survey respondents, 11 use an outside supplier to administer their recognition/service awards program, while three administer the program in-house. Twelve respondents administer the program both in-house and with an outside supplier.

What are the dollar amounts authorized at each of the service award levels?

For one year of service the dollar amounts vary from \$10-\$18; for five years of service the dollar amounts range from \$50-\$125. As expected, as the years of service increase so do the dollar amounts, for example: 10 years of service dollar amounts range from \$50-\$450; 20 years of service vary from \$110-\$600; 30 years of service range from \$25-\$1,700; and 40 years of service dollar amounts range from \$60-\$1,100.

***The Most
Popular
Emblematic
Items To
Give
Employees
For Years
Of Service
Are Jewelry
and
Watches***

One company consistently spends \$10 per year at five-year intervals. Another company determines what it will spend based on emblem price from the most competitive bid.

Do you permit your employees to "go outside the program"? Can employees receive cash/gift certificates in lieu of a gift?

Most respondents resoundingly answered that employees are not allowed to "go outside the program." One respondent only allows employees to receive cash/gift certificates in lieu of a gift but only within the program. Another respondent allows only 50- and 55-year anniversary recipients to go outside the program.

Is a charitable contribution available in lieu of a gift?

Twenty-four of the 26 responding companies do not allow charitable contributions in lieu of gifts, while two companies do allow charitable gifts. One of the companies that does allow charitable gifts notes that this was a recent policy change.

How is the gift received by the employee having the anniversary?

Twenty-two respondents answered that gifts are presented to employees by supervisors; two companies mail the gifts home and four respondents replied that they use both ways (presented by supervisor and mailed home) to give employees gifts. One respondent clarified the response by adding, "some very large gifts are sent to the employees' homes."

One company stated that gifts are presented not by the supervisor but by senior management (the owners of the company).

Is a celebration (coffee, lunch, dinner) held in honor of the anniversary?

Eighteen of the respondents commemorate the anniversary in some fashion, whether it is a luncheon, reception, or employee gathering with coffee, cake, ice cream and soft drinks. Seven of the respondents leave the gathering up to the discretion of the supervisor/manager/department.

Some companies celebrate the event in a more elaborate fashion with a reception or a luncheon in the executive dining room or a luncheon at a local hotel with the CEO and CFO in attendance. Dinners are usually reserved for the larger anniversary celebrations of 25 or 40 years. One company conducts quarterly luncheons honoring those celebrating anniversaries for that quarter.

Is your company considering any significant changes to the Recognition/Service Awards Program in the next few years?

Ten of the respondents do not expect to alter their recognition/service awards programs. A few companies are planning to review their current programs.

The remaining companies are planning on future changes such as having a supplier administer a catalog gift program; instituting more immediate rewards; moving to Internet, website and e-mail notices and ordering of gifts; expanding gift selections; adding charitable contribution in lieu of gifts; mailing gifts to employees' homes; considering outsourcing administration of the program; changing to a dinner hosted by company executives; increasing dollar amounts; changing type of emblems, evaluating use of self-selection booklets; and having brochures and award certificates presented on anniversary dates rather than the actual award.

One company is even considering limiting the program to only honor 25 years of employment.

Conclusion

Whatever gifts you offer for your recognition/service awards program you should ensure that they fit your employees' needs. Consider surveying your employees on a regular basis regarding their wants, likes and dislikes of your program.

Karen G. Beagley is a freelance writer in Downers Grove, IL. She can be reached at Kbeagley@aol.com.

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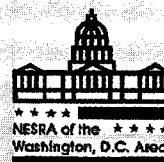
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Full conference fee includes general sessions, breakfasts, luncheons, admission to Marketplace (vendor exhibits), and tickets to Thursday, Friday and Saturday events and Sunday Brunch.

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NESRA Member	\$375	\$475
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Registration must be received by August 25, 1999

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Conference brochure and registration available online at <http://www.nesra.org> and click on "events calendar." For more information, contact Arlene Williams at (202) 273-6261.

NESRA PROVIDES WORK/LIFE TRAINING AND NETWORKING

By Renee M. Mula, editor

ATTENDEES LEARN TO STRIKE A BALANCE

NESRA's 58TH ANNUAL CONFERENCE AND EXHIBIT WRAP-UP

**Executives Are
Listening To
Employees'
Requests For
These
Work/Life
Programs**

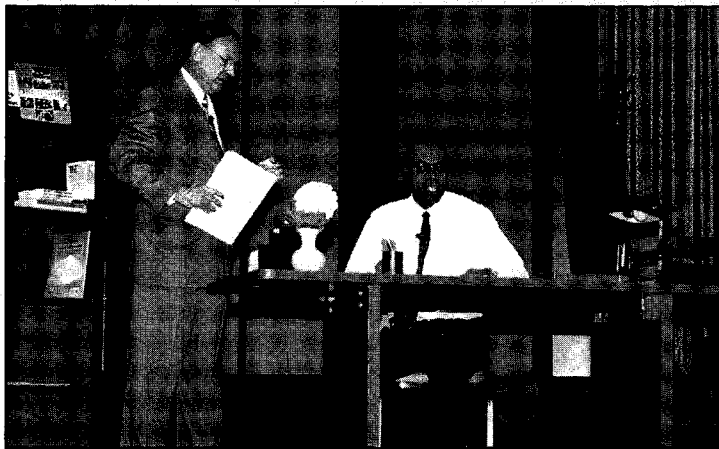
Nowadays, employees are requesting that their companies offer everything from flexible work schedules to telecommuting privileges to job sharing. And, due to employers' current fight to recruit and retain quality workers, executives are listening to employees' requests for these work/life programs, which help employees balance their work and personal lives. But, where do employee services managers begin once the decision is made to offer these types of employee services? Attendees learned the answer to that question and more during NESRA's 58th Annual Conference and Exhibit themed "Striking the Work/Life Balance."

The Journey Begins

On April 25-29, 1999, employee services and work/life providers gathered at the Rio Suite Hotel and Casino, Las Vegas, NV, to learn how



Once again, Jeffrey Tobe arouses his audience at the Exhibitor Orientation with fun anecdotes on creative marketing.



During the Opening Session skit, Dennis Kessler plays a manager demanding better recruiting and retaining efforts from HR Professional Michael Scott.

to implement and manage employee programs that will attract the best and brightest candidates to their companies and keep them there. Attendees began their conference experience at Monday's Opening Session, where NESRA representatives performed a skit to demonstrate the conference theme, "Striking the Work/Life Balance." The audience chuckled as employees made humorous, yet realistic, requests to their human resources representative for work/life services such as new moms' lactation rooms and pet insurance. Following the skit, Speaker Bruce Tulgan, founder, RainmakerThinking, Inc., discussed how to become the "employer of choice" for Generation Xers in a session entitled "Managing Generation X." Xers nodded their heads in agreement, as Tulgan discussed what it was like for them to grow up in the 70s and 80s, and how the education system and current events of that time now effect their current approach to work.

On Tuesday during the Exhibitors' Orientation, exhibitors enjoyed an encore performance by Jeffrey Tobe, president, Coloring Outside the Lines™ and a popular speaker at last year's conference. With humor and energy, Tobe motivated his audience to try untraditional approaches when developing a creative marketing and sales approach. The exhibitor audience participated in exercises that empowered them to look at their profession from a new perspective. Exhibitors brought their "outside of the lines" thinking with them as they moved to the Exhibit Hall to display their products and services.

Employee Store Members took full advantage of the increased number of employee store concurrent sessions at this year's conference. Open forums allowed for intense discussions on hot topics like Retailing Trends, E-Commerce and POS Inventory Management.

Success in the Exhibit Hall

More than 180 companies exhibited their products and services in NESRA's Exhibit Hall this year. The Hall was



Conference attendees enjoy breaks between sessions to discuss new topics and network.



NESRA President Brenda Robbins, CESRA, (bottom, third from left) posed with NESRA Past Presidents (top row, left to right) Roger Lancaster, CESRA; John Felak, CESRA; Ralph Ferrara, CESRA; Don Strosnider, CESRA; Bob Crunstedt, CESRA; Phil Hall, CESRA; (bottom row, left to right) Gloria Roque, RVESRA; Phyllis Smith, CESRA; and Beverly Weiss, CESRA.

filled with surprises, giving delegates the chance to pet a penguin at the SeaWorld booth or soothe their aching

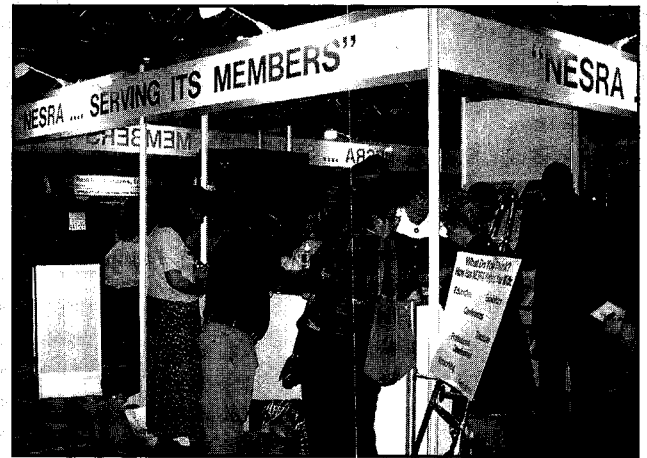


Roger Lancaster, CESRA, spins the wheel to win a roll of film, disposable camera or a photo album at the Fujicolor Photo Services/EPS booth in NESRA's Exhibit Hall.

muscles with a Stress-Buster massage at the Creative Marketing Services booth.

Delegates stopped by the NESRA booth to visit with the NESRA staff, learn about the latest online services available at www.nesra.org, and express their opinions on "What NESRA Means To You" at the testimonial booth.

Each year, a committee of conference attendees awards three companies the John J. Davis Best Booth Award. This year, Universal Studios



At the testimonial section of the NESRA booth, members write down the ways NESRA helps them do their jobs better.

Hollywood won first place, Tinseltown Studios won second place and Lake Powell Resorts won third place. The award criteria includes exhibit booth personnel friendliness, booth display and knowledge of the NESRA market. Congratulations to the winners!

Learning About Work/Life

NESRA offered concurrent sessions throughout the conference, giving delegates the opportunity to learn more about work/life and employee services. During the session "Creating a Flexible Workplace," Bonnie Michaels, president, Managing Work & Family, Inc., taught attendees how to develop a flexible work options program by getting management buy-in, coordinating policies and developing a pilot program that employees can use immediately.

Michael Scott, president, Empowerment Unlimited, Inc., spoke about "Employee Services' Role in the Work/Life Arena." Through this powerful session, Scott taught the attendees how to promote their existing employee services as solutions for employees seeking balanced lifestyles. Then, the delegates broke into groups to share their experiences.

For employees hoping to implement new work/life programs, Dennis Kessler, president, Kessler Management Consulting L.L.C., showed them "Five Ways to Attain Management Awareness." The atten-



Delegates make new business contacts and learn about the latest products and services while mingling in the Exhibit Hall.



At the Member Appreciation Luncheon, Prudential's Deborah Gingher accepts NESRA's 1999 Employer of the Year Award for Prudential's Chairman and CEO Art Ryan.

dees learned how to sell their ideas to management and prove that work/life programs provide a good return on investment.

Member Appreciation

NESRA honored the 1999 Awards of Excellence winners at the Member Appreciation Luncheon Awards Presentation on Tuesday morning. The award ceremony spotlighted the

NESRA member winners for reaching new heights in the employee services field. NESRA's 1999 Employer of the Year, Prudential Chairman and CEO Art Ryan, was honored as an employer who cares about his employees. Prudential offers employee services that allow employees to thrive, feel appreciated and contribute to their communities. Prudential's Deborah Gingher spoke and accepted the award on Ryan's behalf. The association also paid tribute to 1998 Immediate Past President Phil Hall, CESRA, and awarded NESRA member Gloria Roque, RVESRA, the Distinguished Service Award for her continuous years of service. Other NESRA



Rio Rita, of the Rio Suites Hotel and Casino, Las Vegas, NV, greets guests at NESRA's All Attendee Reception.



Building long-lasting relationships: NESRA Executive Director Patrick Stinson (center) poses with members Dale Shafer, CESRA, and Tom Kearns (left to right) after the two lost a friendly wager forcing them to don Stinson's favorite baseball team's T-shirts.

members were awarded for their excellence in employee services, chapter programs, new certifications, exhibitor longevity and foundation donations.

The Night Is Young

Alluring the NESRA members away from the slot machines was no problem during the Monday evening event "Innovations In Fun," sponsored by Plan-It Interactive. Conference attendees entered a world of interactive games and



Members are ready to sing and dance with The Pink Flamingos at the "Club NESRA" evening function.

fun, including everything from Laser Tag to wall-climbing to running an obstacle course. There was definitely something for everyone.

On Wednesday evening, attendees enjoyed dinner and lively, Las Vegas-style entertainment with The Pink Flamingos during the "Club



NESRA members climb the wall at the "Innovations In Fun" evening event, sponsored by Plan-It Interactive.

NESRA" evening event. Members strutted their stuff on stage, singing and dancing during this interactive dance party.

Closing Remarks

Keith Powell, business revivalist, Powell and Associates, forced attendees to face the ever-changing workplace with the closing session "The Future Is In Your Hands—Coping With Change." He encouraged members to become agents of change by using the ideas they obtained from the conference.

Attendees spent the remainder of the conference at NESRA's Closing Brunch, where guests joined in on a live auction benefiting NESRA's Education and Research Foundation, a 50/50 raffle and door prizes. Winners received travel gift certificates, sports items, gift baskets, jewelry and much more.

NESRA's 58th Annual Conference and Exhibit provided members with the ideas and resources needed to successfully present their work/life initiatives to management and promote their programs to employees. From preparing a request for a proposal to programming for multiple locations, attendees now have the information to create programs that will allow their employees to strike a work/life balance.

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NESRA KICKS OFF WORK/LIFE IN MOTION SEMINAR


June 8, 1999 marked the kickoff of NESRA's first work/life seminar entitled "Work/Life In Motion: Practical Solutions to Managing The Changing Workforce," at The Drake Oak Brook, Oak Brook, IL. This powerful one-day event teaches human resource managers, employee services managers and work/life professionals how to implement work/life programs that will attract the most qualified employees to their companies by helping employees balance their work and personal lives. Attendees received *NESRA's Work/Life Action and Resource Guide*, a 180-page time-saving guide that includes all the information work/life professionals will need to assess their companies' work/life needs and implement programs to make it happen. Four master presenters introduced their proven strategies for implementing a corporate work/life action plan. First, Managing Work and Family, Inc. President Bonnie Michaels took the audience on a journey through the evolution of work/life. She explained how women's liberation brought on a thrust of women workers into the workplace, causing the need for childcare facilities in the mid to late 80s. She also discussed that today, eldercare needs are rising as "the sandwich generation" is now taking care of their parents and their children at the same time. Michaels says that Generation X has brought the latest need for work/life programs because they seem to make the most professional sacrifices to assure an ideal personal life.

The audience shared their views on what work/life means to them, which included the

changing of policies, shaping corporate culture, conveying a greater respect for employees, and gaining support from the company. In an age where employees know that jobs are no longer permanent, only work/life and employee services programs can solve retention problems by showing employees that the company cares about their lives, not just their work. A corporate culture that promotes a flexible work program with the opportunity for convenient services will help build morale quickly and retain workers longer. As pointed out by Speaker Michael Scott, president, Empowerment Unlimited, Inc., "Many workers are requesting that their managers keep their three percent raise in return for three percent more time off to deal with personal issues."

Work/Life and the Corporate Culture

In the second portion of this seminar, Dennis Kessler, president of Kessler Management Consulting, L.L.C., and former co-president of Fel-Pro, Inc., discussed how to present new work/life programming ideas to upper management. Kessler believes that work/life professionals should begin by researching the needs of their CEOs. In today's corporate world, most CEOs will say recruiting and retaining workers are their biggest challenges. This means that work/life professionals must be able to project how a new program will help their employers do just that. What will be the return on their investment? Kessler suggested benchmarking with other companies and surveying employees to find out their specific needs before deciding



**The Audience
Shared Their
Views On
What
Work/Life
Means To
Them**

Attendees gained the ideas and resources they need to create quality work/life programs. Here's what they said about NESRA's WorkLife In Motion seminar:

"This is one of the most informative and well-structured seminars that I have attended in a very long time. I would recommend it to everyone interested in work/life programs."

"Absolutely fabulous! Exactly what I was looking for and more! Thank you, you have truly helped me!"

"Great job! This seminar offered lots of information that was well-presented by great personalities. I'm glad I came!"

"The structure of this seminar was excellent. I enjoyed the interactive section."

Learn more about NESRA's conferences and seminars by visiting <http://www.nesra.org>.

which programs to implement. Later on in the day, both Michaels and Kessler went through the steps involved in building a business case. Attendees broke into groups for the Interactive Solutions segment, which allowed them to receive personal attention from the work/life experts. These topics included elder-care, work/life as part of a complete employee services program, changing corporate culture, studying case histories and recruiting and retaining workers.

Results

Attendees expressed their extreme satisfaction for NESRA's seminar even before the closing remarks. Many agreed that the speakers helped them crystallize the definition of work/life and empowered them to go back to work confident that they can sell their ideas to management. For more information on work/life programs or upcoming NESRA seminars and conferences, call (630) 368-1280 or visit NESRA's website at <http://www.nesra.org>.



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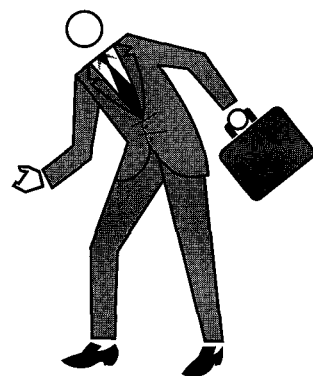
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To register or for more information, contact Cindy Jameson at (727) 797-1818, ext. 206.

INTERNSHIPS IN EMPLOYEE SERVICES

By Nelson L. Cooper & Jon C. McChesney

**Interns Can
Provide A
Great Service
To A
Corporation,
Giving A
Fresh
Approach To
Departmental
Tasks And
Lending An
Extra Hand**

So, you're thinking of hiring an intern. The first question that you must ask yourself is, "Why?" What tasks would you like an intern to perform at your corporation? Interns can provide a great service to a corporation, giving a fresh approach to departmental tasks and lending an extra hand to staff projects. But, throughout the intern's experience, the internship supervisor must keep the intern's interests and thirst for substantial knowledge in the field at the core of every project.

For the undergraduate student pursuing a career in the employee services field, the most complete opportunity for experiential education is the internship. Many corporate recreation curriculums require an internship experience for successful completion of the degree. The internship experience is meant to be a quality educational experience for the student that complements the provision of employee services. In order to assure this, the internship supervisor must develop a working relationship between all three parties involved; the student, the company, and the student's college/university. For the student, an internship provides the initial work experience needed to become a competitive candidate for a full-time job position. For the college or university, internships develop strong working relationships with corporations that provide employee services.

Agency Benefits

According to Patterson (1997) an employee services department gains three specific benefits from hosting internships. A productive internship experience for both the student and the candidate

results in a healthy, familiar pool of candidates from which the department can recruit for full-time vacancies. Related to this is the ability to reduce recruitment costs that come from conducting full-time position searches and new employee training. A second benefit is interns provide employee recreation agencies with fresh ideas and strong enthusiasm. Like most new employees, interns have knowledge influenced by sources external to the company and they are often eager to learn and share their thoughts. A third benefit is companies develop a strong working relationship, essentially a partnership, with colleges and universities. In the true spirit of partnerships, this is a win/win relationship, and internship positions provide positive exposure for both the company and the college/university.

In addition to the company's benefits, the intern supervisor will feel rewarded by providing mentorship and assisting with the growth and development of the student. The intern supervisor serves as a strong role model for an aspiring student. Employee services providers who serve as intern supervisors contribute to the profession by insuring qualified young professionals are ready for the workforce.

Program Development

The development of an internship position is similar to the development of a full-time position, but there are some issues that are extraordinary to internships that must be taken into consideration. The internship development and implementation process can be summarized into seven steps (see Table 1).

Table 1

INTERNSHIP DEVELOPMENT PROCESS

(Ryan & Cassidy, 1996;
Patterson, 1997)

1. Agency Commitment
2. Program Documentation
3. Supervisor/Mentor Selection
4. Recruitment & Selection of Intern
5. Orientation of Intern
6. Evaluation of Intern
7. Evaluation of Intern Program

Step 1-Company Commitment: It is essential that all levels of management be committed to the development and implementation of the internship. Internship supervisors can promote the concept to upper management by identifying the potential positive outcomes to developing an internship.

Committing to an internship program also means setting aside monies for an intern's salary. Companies usually offer a stipend or pay minimum wage for internship positions. The internship supervisor should base the position's salary on the type of responsibilities that will be asked of the intern. Keep in mind that students still pay tuition to attend their university while they perform an internship. Oftentimes, a salary will determine whether or not the student can afford to relocate and travel to the company.

Step 2-Program Documentation: As in any employment agreement, documentation of job descriptions and internship objectives should be put in writing before the recruitment process. This documentation is similar to what must be provided for full-time positions. Your Human Resources or Equal Employment Opportunity Offices are good resources to assist in this process. Table 2, on page 28, outlines what type of information should be documented.

Step 3-Supervisor/Mentor Selection:

Internship supervisors must keep in perspective that the internship is an educational process. It is important, then, that the internship supervisor is interested in maintaining a teaching mentality. Supervisors and mentors should have an appropriate level of expertise and possess quality interpersonal skills. They should feel comfortable providing feedback to interns and being evaluated by them (Patterson, 1997).

Step 4-Recruitment and Selection of Intern:

In recruiting interns, the internship supervisor must keep in mind that the market for candidates is students. This being the case, it is important to determine which academic disciplines will match your intern positions and which colleges or universities offer the desired disciplines (Patterson, 1997). Disciplines that are of interest to employee services departments may include business/human resources, recreation program and facility management, worksite health, health and fitness, or communications. Keep your company's internship program visible by contacting the faculty in these disciplines, providing internship information to campus career services offices, and publicizing within job bulletins and through websites that students visit frequently. In order to expand the candidate pool, recruiters should consider attending campus job fairs, establishing relationships with student organizations, and interviewing on campus, which can give your company extra exposure to students.

The recruitment process should include written statements and agreements between the company and the college/university. It is this part of the internship establishment process where all parties involved (student, company, and college/university) should have a clear understanding of the expectations the student must achieve. Issues such as time on the job,



coursework requirements, the intern's learning plan, and evaluation processes may be defined within an internship contract so that there is a clear understanding by each party (Ryan & Cassidy, 1996). Corporations will find universities that require an internship typically have these documentation requirements established and are able to disseminate them easily.

Step 5-Orientation of Intern: Recruiters should provide orientation procedures just as they would for new full-time employees. In fact, the internship coordinator needs to remember that students are less likely to be familiar with what it means to acclimate themselves to a new professional environment. Consider sending out a pre-arrival package that includes information on company policies and procedures, housing, transportation, shopping resources, places of worship, cultural and social awareness information, and other local issues of interest (Patterson,

1997). Housing arrangements tend to be the top concern for interns and the efforts made by the internship recruiter to assist with housing often become a significant recruitment tool. Your company should not feel obligated to provide housing, but the effort to provide information on where to find housing can leave a strong impression on candidates. The orientation during the first few days of the internship sets the pace for the overall experience. Administrators should take this time to familiarize the student with their responsibilities, evaluation processes, company policies, attendance issues, the work facility, and co-worker relations (Patterson, 1997).

Step 6-Evaluation of the Intern: The evaluation process is one of the primary sources of education during the internship experience. In addition to traditional methods of evaluation adapted within the employee services department, the learning plan established between all three parties is an effective evaluation tool as well (Patterson, 1997). College/university internship program supervisors may require additional evaluation paperwork to be completed by the supervisor.

Step 7-Evaluation of the Intern Program: Just as evaluation of the intern is essential, so is evaluation of the internship program. Internship supervisors should maintain records that track the history of the internship program. These records should include conversion and retention of interns into full-time employees, internal requests for additional internship positions and management's satisfaction with the program (Patterson, 1997). Above all, it is essential to maintain feedback from the interns themselves. After all, if they complete an internship without feeling they have been further educated, the program has not fulfilled its primary goal.

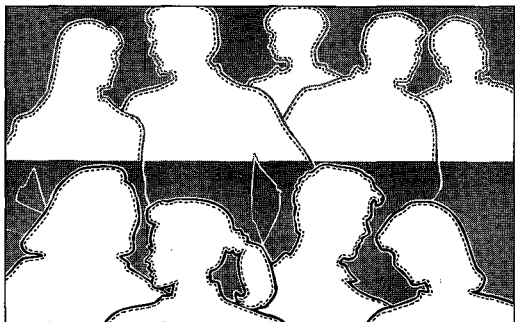
Conclusion


Internship programs provide employee services departments with a strong pool of candidates for full-time vacancies, contributions of enthusiastic, fresh ideas, and the benefit of partnerships with colleges and universities. Employee services providers who serve as intern supervisors assist with the growth and development of the student and contribute to the profession by ensuring qualified young professionals are ready for the workforce. Internships provide strong, positive exposure to the employee ser-

Table 2

DOCUMENTATION REQUIREMENTS FOR INTERSHIP PROGRAMS (Patterson, 1997)

- ✓ Supervisor/Mentor Responsibilities
- ✓ Eligibility of Interns and Application Requirements
- ✓ Length of Appointments
- ✓ Guidelines for Job Assignments and Performance Appraisals
- ✓ Compensation Availability for Interns
- ✓ Employment Status of Interns Within the Agency
- ✓ Workplace Requirements such as Safety Issues and Dress Codes
- ✓ Marketing Plans for Recruitment of Intern Candidates



vices field. When an employee services department provides an internship opportunity, it encourages growth of the field and contributes to the existence of the profession. 

Nelson Cooper is a lecturer in the Department of Recreation and Leisure Studies, East Carolina University, Greenville, NC. If you have additional questions regarding internship assignment and development, he may be reached at (252)328-0019 or coopern@mail.ecu.edu.

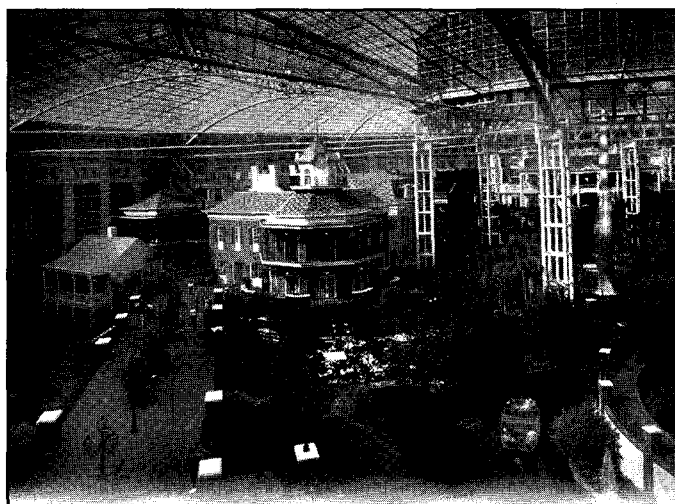
Jon McChesney is an assistant professor in the Department of Recreation and Leisure Studies, East Carolina University, Greenville, NC. He may be reached at (252) 328-0019 or mcchesneyj@mail.ecu.edu.

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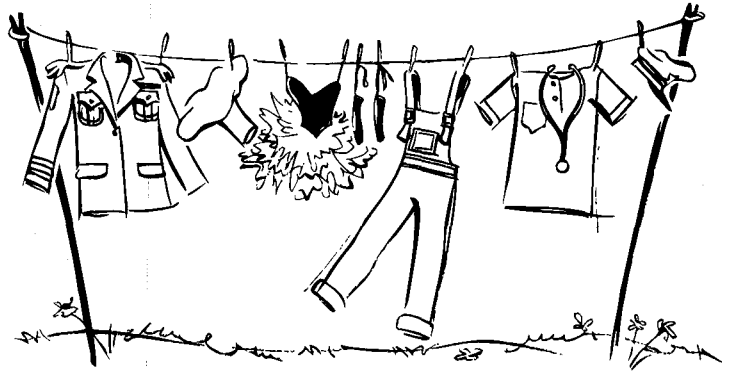
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By John Borja

Times Have
Changed
Through The
Last Four
Decades,
And More So
For The 90s
In Terms Of
How We
Dress For
Work And At
Home

"Honey, I'm Home!"

You've seen "the picture." In the 1998 movie Pleasantville, the character played by William Macy, Jr. comes through the door of his home after work and announces his arrival to his wife. He is wearing a gray suit that still looks impeccable after a long day at the office. His wife is wearing a lovely short-sleeve, ankle-length, gray knit dress with smart, dark, high heel shoes. Her hair is perfectly coifed, with no hint that she just finished vacuuming the carpet and preparing dinner. The time then was the mid-1950s and every television show or movie depicting that era had the man of the house in a coat and tie, whether he was at work or home. The woman of the house was dressed as if she was going to High Tea, whether she worked or stayed at home. Well, times have changed through the last four decades, and more so for the 90s in terms of how we dress for work and home.

Rain Today, Sunny Tomorrow

Before you get ready for work, do you ask yourself some of the following questions?

What will I wear today?
Will I be too warm or too cool?
Will what I wear for work be okay for going out to dinner tonight or vice versa?
Will what I wear today be appropriate for the staff meeting?
What's already clean that I can wear?
It's wet outside, but I have appointments today; how should I dress?
I'm taking the train to work, and I'll be staying late, what should I wear that will be comfortable and appropriate for the entire day?
The boss is gone today; can I go casual?

Although each person may have a different answer for each question, the point is that there are different reasons why people select the clothes they wear to work everyday.

• Protocol

How you dress for work on a given day will depend on the nature and purpose of your work and agenda that day. If you are attending a staff meeting or appointment with a client or supplier, protocol dictates that you dress accordingly. It is both a matter of respect and impression.

• Comfort

If you are going to be involved with inventory, packaging, report binding, etc., you need to wear clothes that are loose fitting and comfortable. Likewise, if your work day brings you into an area that is extraordinarily cool or warm, you should be prepared.

• Regional Culture

Where you are located in the country and the type of climate can dictate what is appropriate to wear. Even the cultural atmosphere of the region can play an important role. The dress codes across the country can vary from "Back East Downtown Formality" to "California Casual."

• Convenience

Deciding on the proper attire can be a challenge when you have a busy schedule...morning staff meeting, lunch with a co-worker, afternoon appointment with a client, after-work dinner or a movie, etc.

• Necessity

There may be a written dress code at work that already decides for you what you will wear to work everyday. This could even include a uniform.

- **Propriety**

Having contact with the outside public or with upper management can determine what you wear to work. Also, if you are a supervisor or manager, propriety plays an important part in how you dress before your employees.

- **Self-Assurance**

You've heard the expression, "I feel like a million bucks!" Well, what you wear can allow you to feel that way. Those who take pride in their appearance often possess self-confidence.

- **Safety and Security**

The type of work you do or the place where you work may prevent you from wearing high heel shoes, loose clothing or jewelry, hats, etc.; or it may require you to wear soft-sole shoes, long pants, light clothing, etc.

"Has Anyone Seen My Necktie?"

You've heard the expression "coat and tie." What is the purpose of a necktie, anyway? Well, one purpose, as expressed in ancient tradition, was to wipe one's mouth after eating or drinking. I don't think that tradition still exists. At least, I don't remember doing that lately. In today's society the tie has become a symbol of formality and authority. Recently, this style has been shed by companies who were previously known for their "coat and tie" image. David Williams, IBM, Austin, TX, agrees. Ten years ago, IBM had a corporate "coat and tie" image. But, Williams said that IBM wanted to change that image and, therefore, removed the requirement from its dress code. Today, you can see everyone at his facility in business-casual attire. For Dale Shafer, CESRA, PSEA of PG&E, Concord, CA, the same is true. While headquarters remains in cosmopolitan downtown San Francisco, his offices moved to Concord and business casual became the norm. Shafer has not worn a tie since the move, except to meet with clients in Concord or with upper management back at the San Francisco office. Shafer jokes, "Tying a rope around your neck doesn't make you any smarter." His employees are pleased with their business-casual dress code.

"Survey Says..."

In an effort to uncover the dress code trends of NESRA corporations around the country, I surveyed 45 members and asked them to explain their companies' dress code requirements. Fifty percent indicate that there is a written dress code in their human resources policy handbook for employees. And from this segment, 36 percent

THE HISTORY OF CASUAL DAY

Memo No. 1:

Effective immediately, the company is adopting Fridays as Casual Day so that employees may express their diversity.

Memo No. 2:

Spandex and leather micro-miniskirts are not appropriate attire for Casual Day. Neither are string ties, rodeo belt buckles, or moccasins.

Memo No. 3:

Casual Day refers to dress only, not attitude. When planning Friday's wardrobe, remember image is a key to our success.

Memo No. 4:

A seminar on how to dress for Casual Day will be held at 4 p.m. on Friday in the cafeteria. Fashion show to follow. Attendance mandatory.

Memo No. 5:

As an outgrowth of Friday's seminar, a 14-member Casual Day Task Force has been appointed to prepare guidelines for proper dress.

Memo No. 6:

The Casual Day Task Force (CDTF) has completed a 30-page manual. A copy of "Relaxing Dress Without Relaxing Company Standards" has been mailed to each employee. Please review the chapter "You Are What You Wear" and consult the "home casual" versus "business casual" checklist before leaving for work each Friday. If you have doubts about the appropriateness of an item of clothing, contact your CDTF representative before 7 a.m. on Friday.

Memo No. 7:

Because of lack of participation, Casual Day has been discontinued, effective immediately.

list everyday wear as suits and dresses, while 64 percent state business-casual. The current problem for many employers is defining what "business-casual" means. The common definition among these corporations, for both men and women, is slacks with a collared shirt or dressy top. It is generally agreed by more than half of those surveyed that a coat and tie for men and a dressy outfit for women is the norm when meet-

ing a client or supplier. Otherwise, more upscale business-casual attire is permissible. Who enforces the dress codes? For 57 percent of these companies, that responsibility goes to the manager, supervisor, or team leader. The other 43 percent really do not have anyone to enforce it and use their own discretion by acting accordingly to protocol.

For those corporations without a written dress code, the suit/business-casual breakdown is similar, except that seven percent of this second group are allowed to wear anything, including very casual wear at any place and time.

"I Have Nothing to Wear!"

With or without a written dress code in place, the dressing habits remain basically the same. All companies interviewed permit women to wear pants. If skirts or dresses are worn, the recommended length is no higher than an inch above the knee. Of the NESRA companies interviewed, 57 percent forbid sleeveless blouses and 14 percent permit them only if worn with a jacket. From the same survey, there is no company with a written policy regarding makeup and jewelry. Individuals interviewed said that as long as these are done in good taste, there is really no cause for comment. Of the companies that have employee stores, seven percent carried pantyhose and 21 percent sold neckties.

Whatever Works

Many companies have adopted the Casual Friday phenomenon, but how did it come about? One theory regarding its inception pertained to the legal profession and its Friday agenda during the late 1980s. With courts not generally being in session on Fridays, attorneys dressed down because they did not have to appear before the judge. Other professions followed suit and this became a trend of the 90s. Today, most companies that permit Casual Fridays still require a certain amount of discretion and propriety in "dressing down" on Fridays.

With some companies (seven percent) completely abandoning the strict dress codes they once had, "real casual" has run the gamut. You will find that the everyday "necktie school of philosophy" has been overwhelmingly replaced by the acceptance of jeans, T-shirts, sweatshirts, sneakers, and even shorts as everyday attire. Sharon Chapman, Jet Propulsion Laboratory, Pasadena, CA, says her company holds this new

philosophy. She says, although most employees have opted for business-casual attire, they are at liberty to be more casual if they prefer.

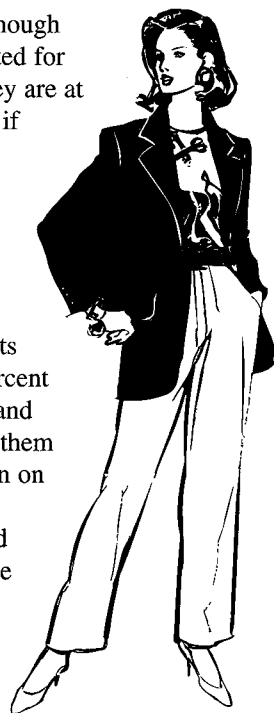
Still, 43 percent of the interviewed companies do not permit jeans in the workplace and 14 percent permit them only on Casual Fridays. T-shirts are not allowed by 57 percent of the companies polled and only 14 percent sanction them on Casual Fridays or even on days promoting an event. Shorts are still considered taboo by 71 percent of the companies. Over half of the companies permit sneakers, with 21 percent saying yes to sneakers only on Casual Fridays.

For companies with multiple facilities, regional offices can differ from each other in the interpretation of their dress codes. For example, for Ruth Hernandez, Prudential Insurance, Newark, NY, jeans, T-shirts, and sneakers are not allowed on Casual Fridays, whereas, for Kristi Flanagan, Prudential Insurance, Simi Valley, CA, these items are completely permissible on Casual Fridays.

Conclusion

Ten years ago, regardless of the work that you did, a professional dress code was enforced to include suits and better dress outfits. Today, how you dress for work essentially depends on the nature and purpose of your work. Suits are still around, in most cases for upper management, but protocol determines the level of casualness or upscale wear that corporate employees select for a certain time or day.

John Borja is a Lifetime Member of A.I.R.C., the NESRA chapter in Burbank, CA, and has been its newsletter editor for the last seven years. He is a past president and a past member of the A.I.R.C. Board of Directors. He is also a member of the Editorial Advisory Board for Employees Services Management magazine.



Is Your Store Ready For E-Commerce?

By Dr. Thomas F. Penderghast

Technological Innovation

It took radio 30 years, from 1922 to 1952, to reach 50 million users. Television came along and required 13 years to gain its popularity. Cable television became available in 1974 and achieved widespread acceptance in 10 years. Now there is the Internet, which has taken only five years to reach the same number of users.

It is estimated that by the end of 1999, 39 percent of all U.S. retailers will be selling their products and services online. The combination of Internet and on-line sales has produced the most dynamic phenomenon to impact retail sales in recent history. This technological innovation, which has been dubbed E-Commerce, describes the buying and selling of products, services and information via computer networks, in particular the Internet.

Less than a decade old, Electronic- or E-Commerce will become a \$20 billion-business in the year 2000, up from \$518 million in 1996. Its rate of growth has been a phenomenal 15-25 percent per month. By the year 2008, it is estimated that the number of Internet users will grow to 780 million and 50 percent of these will be shoppers.

A New Role For The Computer

At the heart of all this activity is the digital computer. Its development over the last 40 years can be described as a three phase process: Phase One, ranging from roughly 1959 to 1980, was the era of data processing. Computers were large, centralized machines that solved complex mathematical problems and were used by businesses to maintain large files of data.

Phase Two, ranging from roughly 1980 to 1992, was the era of data analysis. Computers shrunk significantly in size and became fixtures on the desks of employees. They were used as tools to perform tasks such as word processing and spreadsheet analysis.

Phase Three, beginning in 1992, is when computers started to take on a new role in business/ data communications. Now the computer has become a window through which we connect with a world-wide storehouse of data, providing instant access to people, products and new business possibilities.

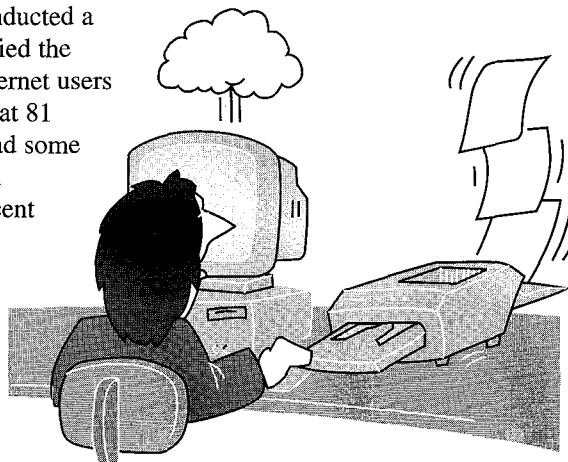
Making The Connection

As a store manager, you should begin taking advantage of the uses of E-Commerce to enhance your store. Start by developing new ways to connect with your suppliers and interact with your customers. An example of a new approach to connecting with suppliers is the CFAR (Collaborative Forecasting and Replenishment) system used by Wal-Mart. Wal-Mart and its suppliers have become on-line partners in inventory control at the store level.

An example of a new approach to interacting with customers is Amazon.com, selling books and music over the Internet. The company had \$17 million in sales in 1996 and is expected to reach \$1.1 billion in the year 2001—a projected growth rate of 34 percent per month.

Employee Needs

In 1998, the Georgia Institute of Technology conducted a survey that identified the average age of Internet users at 35 and stated that 81 percent of them had some college training. A significant 88 percent of those surveyed log-on to the Internet daily and 63 percent are able to make the connection from their



WARNING:
If Your
Company Is
Not Getting
Ready For
The Explosion
Of Web
Business,
You're Road
Kill. Period.

Harry Newton
Computer Telephony,
May, 1999

homes. An impressive finding by this survey was that 76 percent of those surveyed have already made purchases using E-Commerce.

Your customers have four basic needs when ordering products over the Internet:

Security—the trust that the transaction will be honest. An Ernst & Young study reports that 87 percent of those surveyed stated that they would use E-Commerce if security were improved.

Support—the belief that the sellers will stand behind the products they sell.

Information—both about the items offered for sale and about the use of an item after the sale is completed.

Privacy—the hope that the demographic data collected as a result of the transaction will not be sold to someone else.

You can turn your facility into a virtual store with the application of E-Commerce. Think of it as expanding your offerings without the need to bring additional inventory into your facility and display it on shelves. Consider placing orders electronically and have the merchandise delivered either to your store or directly to the customer.

You can make agreements with suppliers to provide information about their goods and services online for your customers. When placing orders, customers can make their payments directly to you, and you can then forward the agreed wholesale price to the supplier.

Another aspect of the virtual store concept is that you can offer goods for sale to employees who live and work in other geographic locations and to retirees who have moved away. You will be able to expand your employee customer base as well as expand the scope of products offered for sale.

Your customers may have other needs that you can fulfill by using E-Commerce. For example, consider providing access to items that might be important to the members of a hobby club. Why should your employees go elsewhere to buy these items when they can purchase them through your store?

You may also consider providing access to recreational resources. Foster Research predicts that by the year 2000, 25 percent of retail E-Commerce will be related to tourism. Your customers can go through you to make travel and vacation plans. Every time one of your customers makes their plans through your store, you earn a commission.

Making Preparations


Plan to make an investment of managerial time and store resources to make E-Commerce an operational addition to your store. The first thing you must do is develop a website. This will require the contributions of personnel who are technically qualified to build your site and make it appealing to your customers.

You will also need to train your store personnel in the use of E-Commerce. They should know how to search for and acquire information from the Internet. They must learn to advise customers for this purpose.

One managerial issue to consider is the extent to which you want to rely on E-Commerce software to handle transactions. This can range from a browser, which can be used to search for information, to a full-blown package that can handle all the aspects of catalog purchases. Depending on your needs and the complexity of your computer network, this software could range from \$4,000-\$75,000.

Another concern is the trade-off between glitter and down-load speed for your customers. The use of color, graphics, sound and animation on your web page may be appealing, but could result in an inordinate amount of time to transmit the page to your customers' computers. This is especially true when customers access your web page at home on their PC through a telephone modem. Research your options and make your page as appealing as possible without making it too difficult to access.

Make It Happen

E-Commerce offers a challenge to all employee store managers. There are significant advantages to your customers and a potential for increased profit; but to do it right will require an investment of both management time and store resources. E-Commerce is a reality. The genie is out of the bottle and can no longer be ignored. You have an obligation to the corporation you serve to meet the needs of its employees. If you don't, someone else will. 

Dr. Thomas F. Penderghast is a management consultant and a professor in the George L. Graziadio School of Business and Management at Pepperdine University. You can e-mail him at tpenderg@pepperdine.edu.

Recruiting and Retaining Top Flight Talent

By Michael Scott

Worker Shortages Abound

The U.S. economy is experiencing unprecedented growth leading to booming opportunities for companies nationwide. One of the unfortunate challenges facing employers during these bright economic times is a shortage of skilled talent. Several studies have concluded that the biggest dilemma facing organizations as they position themselves to capitalize on today's exploding business is attracting top flight talent. The technology field, in particular, has been significantly impacted, according to Howard Rubin, chairman of the computer science department, Hunter College, NY and a research fellow with the Stanford, CT-based Meta Group. Rubin estimates that approximately 190,000-200,000 jobs are vacant due to an ever-increasing number of programming projects and a shortage of trained professionals to fill these positions. With so many job openings, the potential for lost productivity could run as high as \$500 billion in revenues, \$10 billion in income, and \$15 billion in increased compensation costs.

As analysts assess these emerging workforce trends, they point to increased competition among employers for the best and brightest workers. What does this mean for human resource professionals who are called upon to respond to their companies' need for qualified, skilled staff? Clearly, it will require a broad rethinking of what is important to today's workers from a work/life perspective, as well as

a major thrust towards implementing innovative recruitment and retention strategies that recognize workers' greater desire for a "family-friendly" environment.

Work/Life as a Recruitment and Retention Strategy

In a recent survey of worker attitudes in the U.S. and overseas for Gemni Consulting, a NY-based management firm, it was discovered that the number one priority of U.S. workers was balancing job and family needs. Last year, in a *Wall Street Journal* article entitled "Job Hunters Ask Recruiters, Is There Life After Work?," it was noted that questions about work/life balance are on the rise in job candidates' first-round talks with employers.

Heeding job candidate and employee requests for family-friendly workplaces, many of our nation's top companies, from Merck to Hewlett-Packard to Johnson and Johnson to Hewitt and Associates, are recognizing the importance that work/life programs play as a part of their overall recruitment and retention efforts. These companies are using work/life initiatives in the areas of child-care, eldercare, flextime and telecommuting to attract and retain top talent in today's tight labor market pool.



Michael P. Scott is a regular columnist for Employee Services Management and has been a frequent speaker at NESRA's Annual Conference & Exhibit, as well as for various chapters nationally. He is the author of the recently released book, Catch Your Balance and Run: Proven Life Management Strategies To Assist You In Today's Fast Paced World (\$14.95 / (800) 804-0709). Contact Michael regarding articles that would be useful in addressing your most pertinent work/life issues at EUpower2u@ix.netcom.com.

A SAMPLE OF WORK/LIFE INITIATIVES AMONG FORTUNE MAGAZINE'S 100 BEST COMPANIES TO WORK FOR IN AMERICA

<i>Organization/Location of Headquarters</i>	<i>Work/Life Benefit</i>
SAS Institute Cary, NC	35-hour work weeks; childcare at \$250/month.
Deloitte and Touche Wilton, CT	Flextime and telecommuting options.
MBNA Wilmington, DE	When an employee's child is born or adopted, the company contributes \$2,500 to that child's education. On-site daycare, dry cleaning, shoe repair and salon available.
Autodesk San Rafael, CA	Employees can bring their dog to work; six-week sabbaticals available to employees every four years.
REI Kent, WA	Two-week paid leave for new fathers, married or not.
Intel Santa Clara, CA	Every seven years, employees can take an eight-week paid sabbatical.
USAA San Antonio, TX	Long weekends for employees (80 percent of employees work four 10-hour days per week).
Alagasco Birmingham, AL	Childcare referral service.
S.C. Johnson A Family Company Racine, WI	Employee access to company-owned vacation campsites.
Union Pacific Resources Fort Worth, TX	\$3,000 adoption aid and reimbursement of childcare expenses when parents travel on business.

Making Work/Life Work For You

Savvy organizations are recognizing that innovative work/life initiatives can provide a key competitive advantage in attracting workplace talent. Below are some practical applications to assist you in integrating work/life as a component of your recruitment and retention strategy.

1. Assess Workforce Needs

Utilizing an evaluation tool to capture important information on the needs and demographics of your workforce is an important first step in determining what work/life initiative will serve most useful. Consider conducting a survey to evaluate factors such as whether your workforce is comprised primarily of Baby Boomers or Generation Xers. For example, while Baby Boomers would likely find childcare to be a valuable work/life benefit, Xers would probably be inclined to find "daycare" for a dog or cat to be more appealing.

2. Sell Management on the Need for Expanded Work/Life Initiatives


Statistics related to cost-per-hire, turnover, exit interviews and best case practices can be invaluable in your efforts to generate support for new work/life programs within your organization. Use the following statistics to prove to your management that work/life programs are the answer to their recruiting and retaining issues.

- Balancing work and family responsibilities have a positive impact on employee decisions to stay with a company. Sixty percent of Hoechst Celanese employees surveyed indicated that their ability to balance work with personal and family responsibilities was of great importance in their decision to remain with the company.
- A study conducted by the Family and Work Institute found that employees with work/life conflicts are three times more likely to consider quitting their job.
- Percentage of companies among *Fortune* magazine's 100 Best Companies To Work For In America that are utilizing the following work/life benefits to attract and retain staff:
 - Flextime: 59 percent
 - Flextime (case-by-case): 40 percent
 - Reducing Employees' Hours: 37 percent
 - Compressed Workweek: 25 percent
 - Job Sharing: 18 percent
 - Telecommuting: 18 percent

3. Communicate and Reinforce Your Programs

Organizations often underestimate the importance of "tooting their own horns" regarding their "family-friendly" environments. Taking a candidate on a tour of your state-of-the-art childcare facility or providing them with work/life information that they can access via your website can have a huge impact on how you're perceived as an employer. While a top ranking among family-friendly companies in a *Working Woman* or *Fortune* magazine can be a real boost to your reputation among employers, don't underestimate the importance of reinforcing the message to your employees. Often, they can serve as your best advocates to attracting top talent to your organization.

Conclusion

To fulfill the work/life needs of your employees, you must learn how to communicate with management. If you can prove that your work/life initiatives will solve your company's biggest financial issues—recruiting and retaining workers—management will listen. Then, you must find ways to promote your new programs to both prospective and existing employees. 



NESRA CHAPTERS

Northeast Region

National Director
Quintin Cary, CESRA,
(703) 697-3816

FAX (703) 693-7311

Regional Director
Marci Kinnin, CESRA,
(860) 726-5959
FAX (860) 726-5920

Maryland NESRA/
Baltimore, Maryland.
Neal Siebold,
(410) 234-6173
FAX (410) 234-5544

LFRA/Washington, D.C.
Rudy St. Louis,
(202) 565-1590
FAX (202) 565-9016

MARES/Boston,
Massachusetts. Melinda
Gilmore, (508) 252-4197
FAX (508) 252-4199

NESRA-Connecticut/
Hartford, Connecticut.
Marci Kinnin, CESRA,
(860) 726-5959
FAX (860) 726-5920

NESRA of Erie/Erie,
Pennsylvania. Tom
Whitford, (814) 456-8511
x2519 FAX (814) 454-7445

NESRA NJ/
Newark, New Jersey.
David Costa,
(973) 893-2016
FAX (973) 893-6666

NESRA/New York City/
New York, New York.
Gloria Roque, RVESRA,
(212) 969-0217
FAX (212) 923-5021

NESRA-Niagara
Frontier/Bufalo, New
York. Judy Rath,
(716) 686-2532
FAX (716) 686-2522

NESRA of the
Washington D.C. Area/
Washington, D.C. Aletha
Woodruff, (301) 924-0198
FAX (301) 924-0198

PHIL/AERS/Philadelphia
Pennsylvania. James
Alexander, CESRA,
(609) 547-8284
FAX (609) 547-8284

SPERA/York,
Pennsylvania.
Barb Spurlock, CESRA,
(717) 851-2321
FAX (717) 851-3375

Southeast Region

National Director
Cindy Jameson, CESRA,
(727) 797-1818 x206
FAX (727) 791-3459
Regional Director
Debbie Colston,
(502) 627-2503
FAX (502) 627-2259

NESRA of Augusta
Georgia/Augusta,
Georgia. John Felak,
CESRA, (803) 642-0314
FAX (803) 642-2322

NCTC of NESRA/
Research Triangle Park,
North Carolina.
Gwen Solomon,
(919) 990-2166
FAX (919) 549-9138

NESRA of Central
Florida/Orlando, Florida.
Ralph Recht, RVESRA,
(407) 855-6161
FAX (407) 855-6884

NESRA of Northeast
Florida/Jacksonville,
Florida. Tala Howard
Reynolds,
(904) 288-8626

NESRA South Florida/
Ft. Lauderdale, Florida.
Gloria Murphy,
(305) 625-5388 x338
FAX (800) 233-7990

North Carolina Foothills
Chapter of NESRA/
Charlotte, North Carolina.
Nina Greene,
(828) 326-8350
FAX (828) 326-8236

River City NESRA/
Louisville, Kentucky.
Debbie Colston,
(502) 627-2503
FAX (502) 627-2259

Tampa Bay/Suncoast/
Tampa, Florida.
Shirley Tilghman,
(813) 972-7200 x1024
FAX (813) 972-7856

Midwest Region

National Director
Mickey Alderman,
CESRA, (248) 589-0334
FAX (248) 435-0515
Regional Director
Mary Daniels,
(651) 733-6225
FAX (651) 736-0506

MERSC/Minneapolis-
St. Paul, Minnesota.
Sue Shepherd,
(651) 459-1482
FAX (651) 459-2054

MESRA/Detroit,
Michigan. Janet Frank,
(313) 222-3025
FAX (313) 9-5087

NESRA of Central
Indiana/Indianapolis,
Indiana. Willadean
Duncan, (317) 244-3660
FAX (317) 244-1247

NESRA-Chicago/
Chicago, Illinois. Joanne
Mueller, (630) 990-2714
FAX (630) 990-1742

NIESRA/Warsaw,
Indiana. Char Bucher,
(219) 267-3251 x244
FAX (219) 267-3884

PEERS of NESRA/
Bloomington, Illinois.
Karen Huber, RVESRA,
(309) 663-3619
FAX (309) 663-3186

Gateway Chapter of
NESRA/St. Louis,
Missouri. Linda Watson,
(314) 232-1066
FAX (314) 232-9365

NESRA-EOWP/
Warren, Ohio. John
Roberts, (330) 740-8130
FAX (330) 746-2909

Wisconsin NESRA/
Milwaukee, Wisconsin.
Elaine Nap,
(414) 291-6761
FAX (414) 291-7084

Southwest Region

National Director
John Rath, CESRA,
(972) 334-5910
FAX (972) 334-6378

NESRA of Southeast
Texas/Houston, Texas.
Phil Hall, CESRA
(281) 514-6690
FAX (281) 514-0762

NESRA of North Texas/
Dallas/Ft. Worth, Texas.
Donna Leach,
(972) 583-9494
FAX (972) 238-9751

NESRA of Colorado/
Denver, Colorado.
Lori Sharp, CESRA
(303) 977-6750
FAX (303) 977-3293

NESRA of San Antonio/
San Antonio, Texas.
Denise Staudt, CESRA,
(210) 476-4151
FAX (210) 476-4656

Western Region

National Director
Pam Tessitore, CESRA,
(602) 336-3891
FAX (602) 277-8588

Regional Director
Ron Smith, CESRA,
(602) 930-2840
FAX (602) 931-9651

AIRC/Burbank,
California. Kim
Crookston, RVESRA,
(616) 253-5938
FAX (616) 253-5565

ESROC/Orange County,
California. Phyllis Smith,
CESRA, (626) 913-4014
FAX (626) 964-7242

GLAAIRC/Los Angeles,
California. Patti Wantz,
(310) 364-5194
FAX (310) 364-5090

NESRA Chapter of
Southern Arizona/Tucson,
Arizona.
Debbie Bruns,
(520) 577-4005
FAX (520) 577-4085

NESRA of Greater
Phoenix/Phoenix, Arizona.
Ron Smith, CESRA,
(602) 930-2840
FAX (602) 931-9651

NESRA of the Bay Area/
San Francisco, California.
Nancy Walter, CESRA,
(925) 356-8694
FAX (925) 356-1141

NESRA of Greater
Sacramento/
Sacramento, California.
Doug Chadboyne,
(530) 532-4144
FAX (530) 532-4122

NESRA of the Inland
Empire/Riverside and
San Bernardino, California.
Gerald Toerner, RVESRA,
(909) 937-5239
FAX (909) 937-5215

NESRA of San Diego/
San Diego, California.
Maria Gobbi,
(760) 722-5844
FAX (760) 722-5844

NESRA of Greater
Seattle/Seattle,
Washington. Kathy Kauno,
(206) 615-7130
FAX (425) 775-6183

SGEAA/San Gabriel,
California. Ken Custer,
(626) 449-3319
FAX (626) 969-3518

SNESRA/Las Vegas,
Nevada. Nancy Moore,
(702) 566-4433
FAX (702) 565-7983

NESRA's Board Refines Services

During NESRA's 58th Annual Conference and Exhibit, April 25-29, 1999 at the Rio Suite Hotel and Casino, Las Vegas, NV, the NESRA Board of Directors met to determine monumental goals and objectives for the association. This included conducting an election of the membership to change the association's name, the restructuring of dues and the betterment of the certification program. A brief review of the Board's meeting follows.

A motion was passed, in accordance with NESRA's bylaws, that the membership be polled to accept or reject the proposal to change the name of the association from National Employee Services and Recreation Association to Employee Services Management Association. The results will be published in an upcoming issue of *Employee Services Management* magazine.

Nominating Committee and Chair Roger Lancaster, CESRA, are currently reviewing potential candidates for the positions of President-Elect, National Director and two Directors at Large.

Strategic Planning Committee Chair David Dale, CESRA, reported that the

committee is studying the terminology used under NESRA's Employee Services Umbrella. They will determine whether or not the term Blood Drives should be within another category. The committee will also create a taskforce to determine the body of knowledge necessary to be an employee services manager. This information will further the enhancement of NESRA's certification program.

A motion was passed to approve the 1998 audit prepared and presented by certified public accountants Melvin Burns and Associates. Chair Bud Fishback, CESRA, reported that the Finance Committee agreed that a dues increase is necessary for NESRA to continue to offer a variety of services and to support the membership. As a result, a motion was passed to increase the dues for the following categories of membership: General Member from \$150 to \$165, Chapter Organizational from \$130 to \$145 and National Associate from \$565 to \$595. The committee also recommended the approval of a new, 75-dollar, Individual Membership category, for additional contacts at member

companies. The Policy Committee, chaired by Phil Hall, CESRA, will review the development of this category at the Fall Board Meeting.

In considering that NESRA Headquarters is undertaking new projects such as the Work/Life seminar, *Employee Preferred* insurance program, employeesavings.com discount program and the NESRA videos, the Personnel Committee, chaired by Brenda Robbins, CESRA, gave approval for Headquarters to add another full-time staff person. The title of this new position will be Manager of Member Services.

The Certification Committee, chaired by Mickey Alderman, CESRA, emphasized the need for corporate America to support NESRA's certification program. The committee suggested the application process should include participation from NESRA members' management.

The Work/Life Committee, chaired by Denise Staudt, CESRA, reported that the committee will serve as a resource for Headquarters by providing updated information on work/life initiatives at NESRA companies.

Calendar

September 21-23, 1999—

NESRA will exhibit at The Motivation Show in Chicago, IL.

September 23-26, 1999—

NESRA Northeast Regional Conference and Marketplace, The Hospitality House, Williamsburg, VA.

October 13-16, 1999—

NESRA Southeast Regional Conference, Sheraton Augusta, Augusta, GA.

April 12-16, 2000—

NESRA's 59th Annual Conference and Exhibit, The Adam's Mark Hotel, Denver, CO.

September 7-10, 2000—

NESRA Western Region Conference, Westin, Santa Clara, CA.

NESRA Western Field Office Manager Phyllis Smith, CESRA, reported that there has been a steady increase in new Chapter Associate Members. One of Smith's goals is to help strengthen the chapters through membership and leadership development.

NESRA Eastern Field Office Manager Dave Bell is working with chapters to establish web pages. He is also partnering chapters for mentorship.

Foundation Supports Research

At the Closing Brunch at NESRA's 58th Annual Conference and Exhibit, NESRA President Brenda Robbins, CESRA, won half of the amount collected during the 50/50 Raffle and donated the money back to the Foundation by bidding on Silent Auction items. Mary Ann Larkin, CESRA, and Ester Quinn, RVESRA, enthusiastically sold tickets throughout the conference. Bidders raised their hands for vacation packages, autographed music and sports memorabilia and more during the NESRA Education and Research Foundation's Live Auction, with Chuck Bouchard as auctioneer. Both the Silent and Live Auctions raised \$3,381.

At the Education and Research Foundation meeting, Chairman Ralph Ferrara, CESRA, reported that the Foundation will partner with some NESRA Associate Members. Trustees approved an expenditure for a marketing survey and they will review the first chapter of an employee services textbook by Author Tom Sawyer, professor of recreation and sport management, Indiana State University, Terre Haute, IN.

New NESRA Services

NESRA's *Employee Preferred* Program

NESRA's *Employee Preferred* program provides an array of elective benefits, including insurance programs you can offer employees while generating revenue for your employee club. This program saves employees money on:

- Group Auto & Homeowners
- Long Term Care
- Legal Insurance
- Elder Legal Insurance
- Travel Accident, AD&D
- Dental, Vision, Drug Programs
- Pet Insurance
- Healthy Savings Card
- Serious Illness Insurance
- Life Insurance Programs
- Auto & Home Service Agreements
- Disability Insurance

This NESRA-exclusive program offers tailored services for your employee group at no direct cost to your company. Join the ranks of the many NESRA members who have already expanded their services by offering *Employee Preferred* programs to their employees. For more information on how to use *Employee Preferred* to build or enhance your benefit program contact Jamie Kelly, manager of member services, at NESRA Headquarters (630) 368-1280.

Congratulations!

Congratulations to the following members who passed their CESRA/RVESRA certification examinations. They were honored along with additional CESRAs/RVESRAs at the Certification Luncheon, held on April 26, 1999 at the Rio Suite Hotel and Casino, Las Vegas, NV.

Certified Employee Services and Recreation Administrator (CESRA)

- Janet Murakami Wong, executive director, Lockheed Martin Employee Recreation Association, Sunnyvale, CA.

Recognized Volunteer Employee Services and Recreation Administrator (RVESRA)

- A. Pat Martinez, employees' association administrator/human resources analyst, Raytheon Missile Systems, Tucson, AZ.
- Darlene Radovich, administrative specialist, Lockheed Martin Tactical Defense Systems, Goodyear, AZ.

Member News

(Photo right) SeaWorld Orlando General Manager Vic Abbey discussed plans for SeaWorld's new Discovery Cove with NESRA Eastern Field Office Manager Dave Bell and SeaWorld Sales Director Rick Hutcherson (left to right) at a recent press conference announcing details of the new park. Held at the Discovery Cove construction site, the event hosted more than 100 SeaWorld media, promotional and sales partners.

Frank DeLuca, CESRA, AlliedSignal Engines consultant, Stratford, CT, was honored for contributions to his town and its softball field by town officials who renamed the field in his honor last June. The field was created in the early 1960s by AVCO Lycoming, now known as AlliedSignal. DeLuca became involved with the softball field and local industrial league softball when he was an employee relations executive with AVCO. In that position, he helped to bring Amateur Softball Association softball to Connecticut. The Amateur Softball Association Hall of Famer kept active in the sport, opening up the field to area softball and little league teams. The stadium is now officially named the Frank DeLuca Hall of Fame Field.

NESRA welcomes Jamie Kelly as NESRA Headquarters' manager of member services.



Eastern Field Office Manager Dave Bell (center) hobnobs with SeaWorld Execs at a recent press conference in Orlando, FL.

Nominate Your CEO

Get your company recognized as an "Employer of Choice." Nominate your CEO as NESRA's Employer of the Year. NESRA Headquarters is now accepting nominations for the 2000 Employer of the Year Award. Any organizational member may submit his/her Chief Executive Officer (CEO) for nomination by December 1, 1999. We plan this far in advance so the winner may be notified and his/her schedule cleared for acceptance at the Member Appreciation Luncheon, during NESRA's 59th Annual Conference and Exhibit, April 12-16, 2000 at The Adam's Mark Hotel, Denver, CO. Send nominations to NESRA Headquarters, Attn: Employer of the Year.

The criteria for judging entries:

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the employee services program.
- S/he must make statements regarding why and to what extent s/he supports the program.
- The CEO's justification of how employee services is important to the productivity and morale of his/her workforce will be considered.
- The CEO has a reasonable chance of accepting the award in person, i.e., his/her schedule is clear at the time the nomination is submitted to accept the award at the conference.

Who Would You Recommend?

You can help make next year's conference a success! Refer us to speakers you think would enhance NESRA's conference. We are looking for motivational messages, workplace trends and trends in employee services programs. Call or e-mail Jean Wilson at NESRA Headquarters, (630) 368-1280, jeanwilson@nesra.org, and give her the names and phone numbers of the speakers you would recommend.

This year's Exhibit Hall at the conference featured about 60 percent new exhibitors. We want to continue to bring you suppliers with innovative products and services. Tell us who you think should be in the Exhibit Hall. Call Chuck Bashian at (800) 335-7500 with the potential exhibitor's name and phone number or fax it to (440) 349-3447.

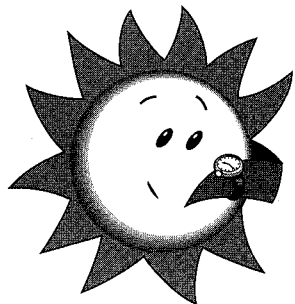
NESRA's 59th Annual Conference and Exhibit will take place April 12-16, 2000 at The Adam's Mark Hotel, Denver, CO.

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Editor/Production: Renee M. Mula

TAMING TECHNOLOGY

(Continued from page 44)



then be in four digits. The `getyear()` function has been noted to have problems with browser IE3 with dates after 1999. It returns 100 instead of 2000 and 101 instead of 2001.

Can an incorrect date be passed into an otherwise healthy system? Yes. This could create an inconvenience for you as a customer and serious technical or perhaps legal problems for the service.

So yes, there are minor concerns and major concerns. A minor concern would be that you have cookies stored on your PC that will expire after 100 days. Cookies store information about you, such as the favorite department you shop in at The Gap online. If the PC thinks it is 1900 when the year 2000 begins, these cookies stored to provide convenience to your favorite shopping site may be deleted. Not a big deal. But what if you are doing banking on the Internet and you want to look at the value of your mutual fund? What if the two years from 1998-2000 are interpreted as 98 years? This will have an impact on the calculation. It may appear that you have more or less money, but how quickly will this be

sorted out for thousands of people using the same service?

We no longer deal solely with U.S. agencies necessarily when we make investments. What if we are purchasing depositary receipts for a foreign company? They may be traded on the New York Stock Exchange, but their value is probably determined partially by a foreign system and partially by a U.S. system. There is an estimated \$600 billion spent world wide to avoid any unnecessary complications.

This new age of Information Technology brings concerns to the arrival of the new millennium, but it also makes our lives easier, more convenient and bridges countries with the ease of communication, especially through the Internet. It is undoubtedly an exciting period to be alive.

Irena Spiegel is a web developer for ABC, Inc., New York, NY. If you have questions on Y2K and the Internet, you can e-mail her at spiegei@aol.com.

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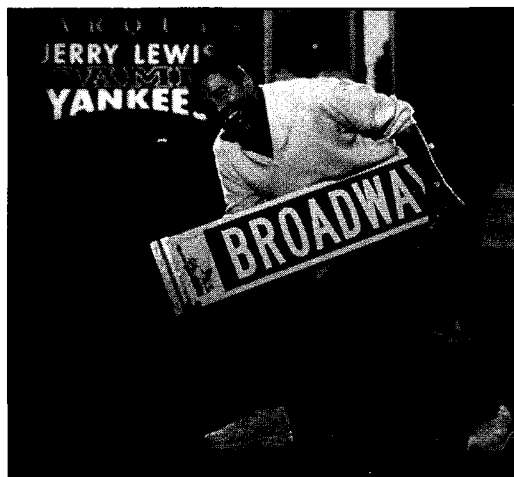


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Here's a listing of new National Associate Members. Keep these updates with your complete Buyer's Guide, published in the July, 1999 issue of ESM, or view our updated Buyer's Guide at www.nesra.org.

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P.O. Box 59159, M/S 8207
Minneapolis, MN 55429-8207
(612) 212-2078
(612) 212-2511 FAX
E-Mail: jomiller@carlson.com
Contact: John Miller

Carlson Leisure Group is part of Carlson Companies, Inc., one of the largest producers of travel and hospitality products in the country. The Travel Club provides leisure travel at extremely affordable rates, along with a loyalty program that rewards you for purchases.


Club Med

75 Valencia Ave.
Coral Gables, FL 33134
(305) 925-9000, Ext. 9080
(305) 925-9042 FAX
E-Mail: megan_giles@usa.net
Contact: Megan Keagle

Club Med is the world's largest all-inclusive vacation organization, operating 120 resorts in 36 countries and serving more than 1.5 million guests per year. Club Med is a leader in family vacations and corporate incentive trips where guests can choose from over 50 activities.

Digital Cars

39 S. Milwaukee Ave.
Wheeling, IL 60090
(847) 215-7000, Ext. 34
(847) 215-6029 FAX
E-Mail: davek@digitalcars.com
Contact: David Kauppi

DigitalCars.com is an Internet-based car pricing and referral buying service. NESRA members can visit our website to receive current pricing and obtain referrals to our dealer members who will sell cars at prenegotiated member discount prices. 

In Next Month's Issue of **EMPLOYEE SERVICES** **M A N A G E M E N T**

Cover Story: Group Travel Made Easy

Motivating Employees

Plus: Adding Spirit to Your Website

Is The Internet Vulnerable To The Y2K Bug?

By Irena Spiegel

**It Is Smart
To Find Out
How Your
Favorite
Internet
Services Are
Preparing
For The
Year 2000**

Consumers might feel a sense of false security in believing that the Internet is immune to the Y2K bug. Although the Internet is rather young and the World Wide Web is just shy of being 10 years old, the Web's information is pulled from resources that may not be inoculated. It is quite common, these days, for consumers to do banking or shopping on the Internet. But behind the html could be a legacy system or another vulnerable resource that provides the power to these services. These resources may be susceptible to the Y2K bug.

Just as consumers should provide checkups for their PCs at home and at work, it is smart to find out how your favorite Internet services are preparing for the year 2000. This is not to say the advent of the new millennium is doomsday, but it helps to know if your Internet services are taking measures to secure your business transactions.

Consider that the Y2K bug will effect clocking devices in some computer hardware, but it can also be present in the operating systems and software we use. The most common Y2K problem relates to the "year" field. In order to save storage space, the year field was often designated two digits, relating to the last two numbers in a year instead of all four. The problem will be when one or more of these components cannot tell the difference between 1900 and 2000. Some consumers may have already experienced problems on January 1, 1999, if their application looks a year ahead.

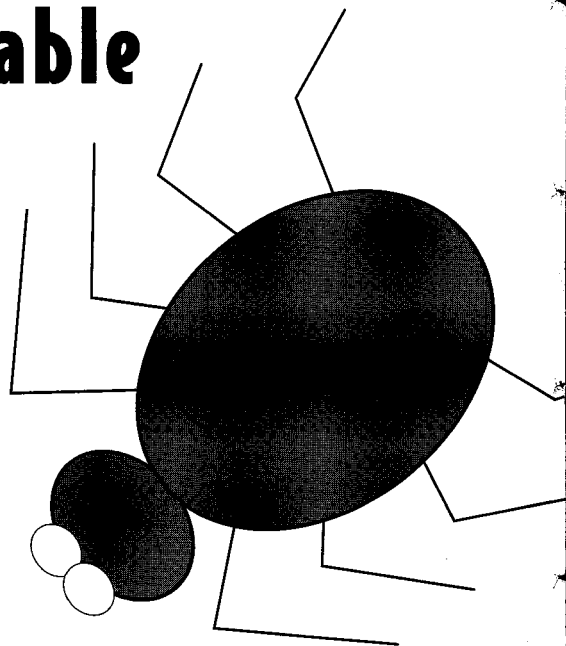
Another problem can occur on February 29, 2000. There are systems and applications that do

not recognize the year 2000 as a leap year. This will cause all dates following February 29, 2000 to be offset incorrectly by one day. The year 2000 falls into the centurion exception for calculating a leap year. The rules that dictate are as follows:

1. If the year is divisible by 4, a Gregorian year is a leap year with a February 29th and 366 days, unless:
2. If the year is divisible by 100, a Gregorian year is a normal year with 365 days, however:
3. If the year is divisible by 400, then a Gregorian year is a leap year with a February 29th and 366 days. Thus, the centurion leap years are 1600, 2000, 2400, etc.

A year is a leap year if it is divisible by four. However, if the year is also divisible by 100 it is not a leap year. But, if the year is divisible by 400 it is a leap year. Therefore, the year 2000 is a special kind of leap year that occurs once every 400 years. Are you still with me?

In some cases, software, such as Internet browsers, can have flaws in the interpretation of functions used to work with time. One such case is with JavaScript, which is a scripting language used on the Internet. With JavaScript, time is in two digits until the year 2000, when it should



(Continued on page 42)
August 1999

The NESRA E-mail Service

Allows you to Ask Your

Peers for Advice

- Q.** We have held a quarterly brunch to recognize employees. How can I change the format of the event to show employees more appreciation?
- Q.** What is everyone doing for Take Our Daughters to Work Day?
- Q.** I'm trying to make my employee services department more of an electronic self-serve operation. How do other NESRA members present their websites to employees?

These are just some of the questions presented and answered by NESRA Headquarters and NESRA peers through the NESRA E-mail Service.

If you want to be on the list to receive answers to these questions and to ask your own questions via e-mail, plus receive announcements of special promotions from NESRA website sponsors, complete the attached form.

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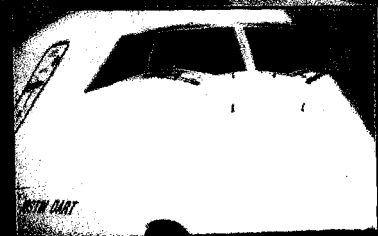
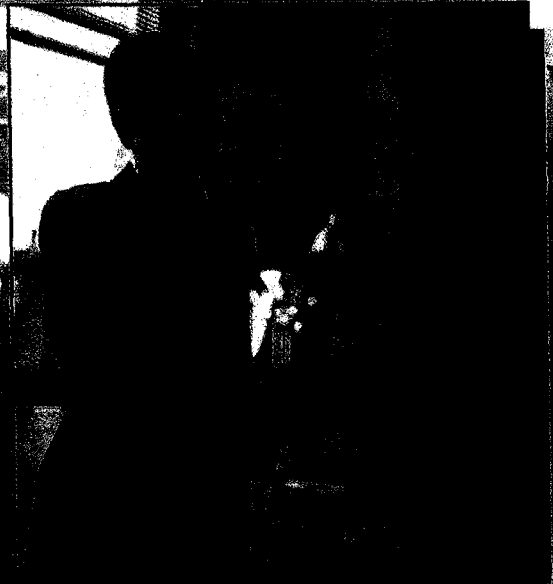
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PUBLISHED BY THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION

September 2009

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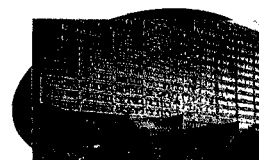


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EMPLOYEE SERVICES

MANAGEMENT

PUBLISHED BY THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION

September 1999

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Making Your Jobs Easier

By Renee M. Mula

In order to recruit and retain quality employees, employee services professionals must offer something for everyone. But, how do we create well-rounded employee services programs with little time and limited budgets? The answer is outsourcing.

Employee services providers are finding outsourcing some of their employee services programs can actually *save* them time and money. In our cover story, "Steps to Outsource Your Group Travel Program," page 16, Jamie R. Kelly explains how to choose a travel agency that will fit your employees' group travel needs. Discover how to use the resources and expertise of travel agents to free yourself of customer service and promotional responsibilities when planning a group trip.

How do you keep your website fresh and innovative? Turn to page 20 for "Adding Spirit to Your Website." In her article, Deanna DeMatteo describes the latest in website features. You'll learn new concept options, how to add photos to your site and where to find fun ideas on the Web.

Then, NESRA kicks-off its 59th Annual Conference & Exhibit with "Practical Solutions to Work/Life Issues," page 24. Find out what NESRA has in store for conference attendees, including new session topics. You'll learn how your peers have benefitted from previous NESRA conferences. Also in this article, NESRA announces its pre-conference seminar "Work/Life In Motion: Practical Solutions to Recruiting and Retaining Employees." Register now!

Next, John Borja walks us through the elements of a successful chapter meeting in "Making Chapter Meetings More Productive," page 28. You'll learn how to choose a venue and promote your meeting. Then, follow Borja's suggested time frame to assure a smooth schedule that will move your attendees to say, "Wow, that was a terrific meeting!"

Is one of your employees concerned about home repair costs? Does another one worry about a pet's health? Consider helping your employees manage their financial issues with NESRA's voluntary benefits program—NESRA *Employee Preferred*. Refer to page 32 for Robert E. Kurdziel's "Insurance Options Meet Employees' Work/Life Needs," and learn how NESRA's specialized insurance coverage can enhance your company's overall benefits package, providing your employees with personalized insurance options at no cost to your company.

If you are interested in writing an article for ESM, call Renee Mula at (630) 368-1280 or e-mail reneemula@nesra.org.

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M A N A G E M E N T

Publisher

PATRICK B. STINSON

Director of Communications

CYNTHIA M. HELSON

Editor

RENEE M. MULA

Designer

DALE DODSON

Proofreader

VICKI D. SEBELA

Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd.
Solon, OH 44139
(800) 335-7500 (440) 349-3353
Fax (440) 349-3447
E-Mail: bashian@idt.net

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.
Solon, OH 44139
(440) 498-9297
Fax (440) 498-9298
E-Mail: abvsales@aol.com

ROBERT H. KRUEH

Box 234
Fulton, MD 20759
(301) 924-4473
Fax (301) 854-2464
E-Mail: rhkrueh@mindspring.com

Editorial Advisory Board

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NESRA Offices



NESRA Headquarters

2211 York Road
Suite 207
Oak Brook, IL
60523-2371

(630) 368-1280

(630) 368-1286 FAX

<http://www.nesra.org>
nesrahq@nesra.org

Western Field Office

Phyllis Smith
18530 Dancy Street
Rowland Heights, CA 91748
(626) 913-4014
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Serving states west of the
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"Remember, people will judge you by your actions, not your intentions. You may have a heart of gold—but so does a hard-boiled egg."

Anonymous



Get to the Point!

By Rebecca L. Morgan, CSP

"Oh, no. Here comes John. I dread when he comes by. He doesn't know how to get to the point. He tells me the same thing six different ways, giving me more detail than I need or want. Why can't he be brief?"

Poor John. And poor us, for we've all been on the giving and receiving end of this same problem. It's difficult for us to know when we're giving too much information. I have one coworker who goes into great detail explaining his weekend activities. I have another coworker who goes into a scene-by-scene replay of her favorite sitcom, in which I have no interest. Neither peer picks up on the cues I give—showing disinterest through body language or trying to change the subject. In fact, when we've changed the subject, they'll often come back to their original story if they weren't finished.

The Need to Self-Edit

How does one know if there's a need to self-edit? First, solicit input and feedback from friends and colleagues you trust to tell you the truth. Be willing to hear their feedback without getting defensive, even though they may tell you what

you won't want to hear. Ask them to help you become

aware of when you are

overdoing it. Agree on a signal they can give you.

They will be happy to help. Family members will be especially eager to assist.

Second, train yourself to pick up the subtle social cues people give. Notice changes in eye contact, body posture, hand movement, fidgeting, yawning and sighing. Become a student of body language. Learn to read the signals your coworkers communicate continually throughout conversations.

How Can One Self-Edit?

➔ **Don't get bogged down with irrelevant details.** "I went there on Thursday, or was it Wednesday, no it had to be Thursday..." No one cares what day it was. Get on with it.

➔ **Don't repeat comments.** Unless listeners didn't hear you or indicate they don't understand, say it once and go on.

Continued on page 6

Ideas for the Employee Services Provider

KEYNOTES

Get to the Point!

Continued from page 5

➔ **Decide if the idea is new to the discussion.** If it's not new, don't say it. People don't want to hear the same ideas rehashed.

➔ **Eliminate extra words.** Make your comments using the fewest words to express your thought. In writing courses, we are taught to edit our words. We can apply the same concepts to our verbal communication.

➔ **Say what you need to say in a pace that is easy to hear.** Avoid going so slow that your listeners fill in your last words, since they've predicted what you were going to say.

➔ **Eliminate side cracks that no one laughs at but you.** You may feel you're the next Bill Cosby, but everyone else thinks you're wasting their time with your inane cracks.

➔ **Eliminate "uh," "ya know," "um," and "like" as non-word space holders.** Pause without filling in the void with a non-word.

➔ **Don't discuss information that is irrelevant to the majority of the group.** Defer specialized conversations until later.

➔ **Only ask questions in a group discussion that will be relevant to group members.** If you have a question specific to you, ask it one-on-one later.

Summary

Becoming aware of our communication patterns can be extremely challenging: it's difficult to know how we come across to others. We can't have our conversations videotaped for analysis, but we can heighten our awareness of what we say, learn to read the responsive cues of others, and enlist the help of friends.

(Rebecca L. Morgan, CSP, is a speaker, seminarist and author of Making Time for Excellence, Calming Upset Customers, and Professional Selling. For information, contact Morgan at (800) 247-9662 or rebecca@rebeccamorgan.com.)

Telecommuter Characteristics

An AT&T survey of U.S. telecommuters reveals the following statistics:

- **60 percent** of telecommuters are baby boomers, ages 33-51.
- **51 percent** have a bachelor's degree or higher.
- **80 percent** use beepers; 79 use cell phones.
- **24 percent** receive greater job recognition or promotions as a result of telecommuting.
- **83 percent** feel telecommuting offers a better balance of work and personal life.
- **73 percent** are more satisfied with their work/life balance since they started working from home.
- **84 percent** feel as though their relationships with their children have improved since they began telecommuting.

(Y&R Brand Futures Group's Brain Snacks #58: 18-22, January 1999)

DID YOU KNOW?

- A survey by Management Recruiters Int'l. says 82 percent of executives work during vacation time; 28 percent call in by telephone while on vacation; and 13 percent check their e-mail on days off.

(www.latimes.com, August 6, 1999)

- During the interview process, according to an Accountemps survey, it takes 16 minutes on average for today's executives to determine whether a candidate may be a good match for a job position.

("The 16-Minute Job Pitch," April 20, 1999)

"Reputation is not a snapshot; it's an endless moving picture."

Glenn Karwoski, communications expert

Counting Pennies

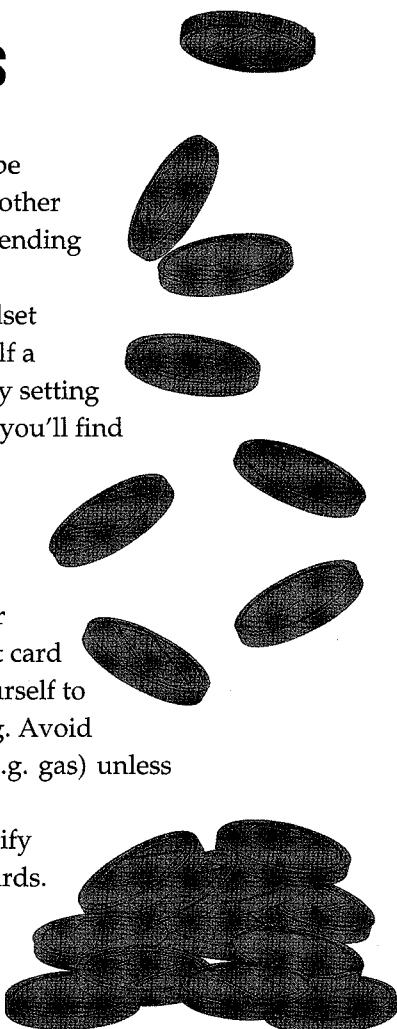
Living from paycheck to paycheck can be stressful—yet many feel they have no other option. Use these practices to curb your spending habits:

1. Pay yourself first. Shift your mindset from spending to saving by paying yourself a percentage of your paycheck. Start small by setting aside two percent of each paycheck. Soon, you'll find it easier to increase your savings. (If you contribute to a 401(k)/403(b) plan, you are already paying yourself first.)

2. Pay off your highest-rate credit cards first. Make an effort to decrease your debt by paying your largest overdue credit card bills as soon as possible. Then, commit yourself to reducing your overall credit card spending. Avoid using credit cards for routine expenses (e.g. gas) unless you know you can pay the bills on time.

3. Cancel cards you don't use. Simplify your finances by using only a few credit cards. Contact the card issuers and they'll notify the three major credit bureaus of your cancellation.

Continued on page 8



• A recent study shows an estimated 70 percent of retention-conscious employers pay for workers' long-distance telephone calls to home while they are away on business.

(The Working Communicator, July 1998)

• Before you decide to put off a task, ask yourself this question: "Could postponement lead to an unnecessary crisis?"

(Communications Briefings, June 1999)

Reward Employees Without Spending Money

Employees require more than cash bonuses to feel appreciated for their hard work. Here are four ways managers can recognize employees without damaging the budget:

- **Let them set their own schedules.** Once employees prove their commitment to the company, allow them to use their own judgement when scheduling breaks and lunch hours.

- **Identify opportunities for their advancement.** Actively seek promotional opportunities for your best employees, even if they are outside of your department. Your department may lose some talented workers, but employees will see that you care about their careers as much as you care about your own.

- **Give them challenging work.** Try to find special projects for outstanding workers. The projects should match the employees' interests and skills, while offering them a change of pace.

- **Praise them in front of their peers.** Make other employees aware of an exceptional employee's hard work. When the employee provides an outstanding performance, let it be known.

(The Motivational Manager)

Counting Pennies

Continued from page 7

4. Keep an emergency fund. Don't worry about saving several months worth of living expenses. Even saving spare change will allow you to cover minor unplanned costs (i.e., minor repairs).

5. Save "extra" paychecks. If you get paid every other week, you'll earn an "extra" paycheck two months out of the year. If you get paid every week, you'll earn an "extra" paycheck four months out of the year. Determine which months you will receive an "extra" paycheck and deposit this money into your savings account.

6. Ask a financial planner for assistance. Consider seeking professional guidance to determine your long-term goals and stick to them.

(Loose Change, July/August 1998)

October Celebrations

National AIDS

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Educate people on the prevention of AIDS and other sexually transmitted diseases.

National Breast Cancer

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National Crime

Prevention Month

Work to drive violence and drugs from our families, neighborhoods and communities.

Safety Tips When Driving Alone

Whether you are driving through city streets or on a rural road, it's smart to take precautions to ensure your personal safety. Remember these safety tips the next time you drive alone:

Parking:

✓ **Park in a well-lit spot near activity.** Find a busy area on the street and park near a light source.

✓ **Park near an elevator or close to your destination.** Avoid walking long distances in desolate areas.

✓ **Back your car into a parking space, if possible.** This allows you to get away faster, if you find yourself in trouble.

✓ **Tip the passenger seat forward after you park.** If the seat is upright when you return, it's likely someone has broken into your car, or they may still be inside.

✓ **Remember exactly where you parked in a parking garage.** Write down the parking space letter and number or locate a nearby landmark.

✓ **Have your keys ready.** Before you leave an establishment, remove your keys from your pocket or purse, so you won't have to look for them while you're in the parking lot.

✓ **Keep your eyes open.** Always be aware of your surroundings and look out for dangerous situations.

✓ **Follow your instincts.** If you feel unsafe walking to your car,

find a security guard or friend to walk with you.

✓ **Make noise.** Carry an attack whistle with you in case you need help fast.

✓ **Check the interior.** Always check under the dashboard and in the back seat before you get into your car.

Driving:

✓ **Maintain your car.** Take care of your car according to the owner's manual to avoid road-side emergencies.

✓ **Always drive with your doors locked.** Lock them as soon as you get into your car.

✓ **Don't stop your car for anyone.** Do not open your window if someone comes up to your car.

✓ **Know exactly where you are going.** If you lose your way, go to a public place like a gas station or police station to ask for directions.

✓ **Always carry a cell phone.** Make sure your phone is charged before you leave for long trips or carry a power cord with you.

✓ **Know your local roadside assistance emergency numbers.** Use your cell phone to call these numbers in an emergency.

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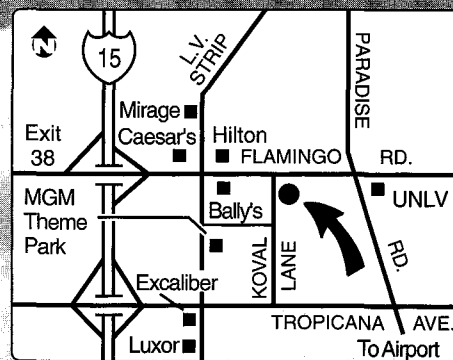
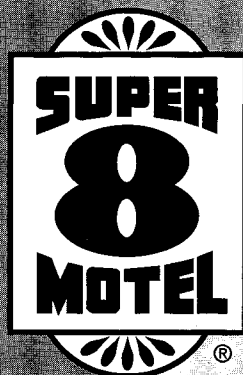
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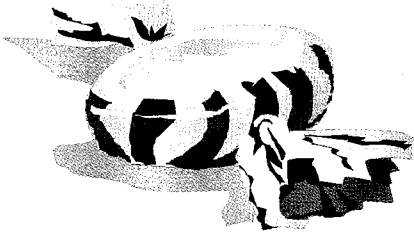
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MOTIVATION: As Simple As A Two-Cent Piece Of Candy

By Jon C. McChesney, Ph.D.

I had just finished a community service project and was walking toward my office when my boss said, "Hey Jon, great job with the event!" Then, he tossed me a peppermint candy. "What a pick-me-up! Could motivation be as simple as a two-cent piece of candy?" I thought. Motivating employees does not have to be expensive or complex. Although organizations may attempt complex compensation systems or cafeteria benefit packages that individualize options, motivation does not need to be an elusive concept. What do workers really want? The following information is based on academic research, personal experiences (as a restaurant manager), as well as the popular books and literature of college and professional basketball team coaches.

Care About Them

Managers must care about their employees. Billy Donovan, the Florida Gators head basketball coach, says, "The first thing you must understand is that the person being motivated must have the feeling that the one doing the motivating really cares about him/her" (Pitino & Reynolds, 1997, p. 43). For example, in restaurant work one quickly realizes that kitchens are incredibly hot, especially in the summer months. As a manager, this was a concern of mine. Both air-conditioning and other ventilation systems were cost prohibitive. However, a caring manager is not satisfied with this reality. After discussing the situation with the kitchen staff, I decided to purchase the best fans on the market.

This decision also included allowing the kitchen staff to wear shorts and to be empowered to leave their work station whenever they needed water. Frequently, as a caring manager, I brought them drinks. Through simple caring, the kitchen staff knew that management was concerned about the heat, cared enough to do something about it, and included them in the problem solving. These actions translated into productivity and loyalty. The net result minimized a turnover of kitchen personnel.

Make Them Feel Important

Boston Celtics Basketball Coach Rick Pitino, author of the book *Success is a Choice*, says, "To pretend that people automatically know their value only brings on low morale and frustration in the work environment. Not only do people want to feel that what they're doing is important, they want to know that their efforts are appreciated" (Pitino & Reynolds, 1997, p. 133). Research indicates that employees will work harder if they understand the importance of their job to the organization. A study of airplane workers substantiates this claim. In this study, the control group was simply told what to do; it was business as usual. The experimental group was shown around the plant and learned how their jobs affected other production elements and the finished product, the airplane. Without any additional incentive, productivity significantly increased in the experimental group (Jones, 1995). Obviously this is a very cost-effective means for increasing productivity, and

**Motivating
Employees
Does Not
Have To Be
Expensive Or
Complex**

managers should make it a point to specifically tell each of their employees how important their job is to the operation. The first time they should hear of the job's importance is during the selection process. Stress it the very first day the employee reports to work and continue to do so at regular intervals.

Recognition is Powerful

Andrew Hoh (1989) indicated that one of the most significant sources of job dissatisfaction is poor recognition. Pitino says, "We all want to be recognized for what we do. We all want to feel we have value" (p. 7). One recognition strategy that Nordstrom department stores employs is giving recognition in front of the employee's peers and customers. The entire management team gathers around the employee and each team member tells that person how much they value his/her contributions. Then, the employee is rewarded with a \$100 bill (Jones, 1995).

Organizations should consider both formal and informal recognition systems. Formal systems include banquets, award ceremonies, press releases to area media, and company newsletter columns. Rewards are only as limited as your imagination. For example, have you ever seen the football helmets of some college teams such as Florida State or Ohio State? These helmets are adorned with symbols recognizing significant achievement. This same concept could be applied to any organization. Some type of star or point system could be used on employee name badges, uniforms or on bulletin boards to distinguish employee contributions. Both supervisors and peers should be involved in such a reward mechanism.

Informal recognition systems should be used to recognize employees as soon as the behavior happens. Simply getting in the habit of saying, "thank you," for such behaviors as positive customer interactions, volunteering for added responsibilities or assisting a coworker, can be a powerful form of recognition. Additional examples of informal recognition include the proverbial pat on the back, an e-mail message or a thank you note. Also, consider beginning each

staff meeting by verbally recognizing employee contributions. Try something as simple as a candy bar with the appropriate verbal praise to elicit an employee's motivational response. The message here is simple, always recognize a job well done! Further, establish a goal of recognizing at least one person each day. This becomes easy if you direct your attention to catching people doing something right and telling them about it (Blanchard & Johnson, 1982).

Give Positive Feedback

One means of recognition is simply to give your employees feedback! Consider the role of a coach. A coach's task is to teach and develop their players to reach peak performance, no different than the role of a manager. The focus of management is resource development, and in most organizations "human" resources are the most significant cost elements. Player (or employee) development is primarily achieved through positive and developmental feedback. Note the word "developmental" rather than "negative" feedback. A mind-set of developing your "human" resources suggests that you care about these individuals and you want to assist them in reaching their potential. Quite simply, people respond better to positive assistance.

Employees have to know what's expected of them. An American Management Association study on manager-employee communication found that the manager and employee could correctly describe the employee's job in only 23 percent of the cases (Stone, 1989). Consider this statistic: in more than seven out of 10 working relationships the employee does not know what is expected of them! As a manager, consider how your employees would answer the simple question, "What is your job?" Then, consider the even more important question, "Why is your job important to our organization?"

Get to Know Your Employees

To answer these employee questions, managers must get to know their employees. Motivation is an internal process. Everyone is

motivated, but not necessarily in the direction management wishes. The challenge to managers is to create an environment that meets the needs of each employee. Let me offer an example. As a restaurant manager, I hired a meat-cutter, which is a job of isolation. As I spent more time with this person, I discovered that he was very social; he would frequently leave the meat-room to talk to other employees. Obviously, this was affecting his productivity, so, as a manager, I decided to cut meat with him on occasion—a great way to get to know him while monitoring his productivity. During our time spent cutting meat, I discovered that he could fix virtually any equipment that malfunctioned. In turn, I gave him an alternate assignment to complete maintenance tasks a few hours a week. He became empowered. He was given the responsibility and the latitude to determine when to complete these tasks. Further, he was allowed to purchase the necessary maintenance materials within a set budget. The part-time maintenance work required us to hire additional help in meat-cutting. So, I gave him the responsibility of training other staff in this area; and, during peak sales periods, he had an assistant. These initiatives made him feel important by giving him decision-making authority and a degree of autonomy. In addition, he now had company in the meat-room, thus meeting his affiliation needs. This employee eventually became a member of the management team.

Get Out of the Office

To get to know your employees, a manager must get out of the office! In their book *In Search of Excellence*, Thomas Peters and Robert Waterman noted that a hands-on management style is one of the key principles of organizational excellence. The management style “Management By Walking Around (MBWA)” allows managers to identify problems early on and gauge productivity levels. The most critical aspect of MBWA is that it makes the manager approachable, while suggesting that he or she cares about employees’ work. This management style gives employees personal attention; and, as

managers, you certainly do not want to appear too busy for your employees. Moreover, MBWA can have a modeling effect on employees. Managers can only expect their employees to work hard when they display a strong work ethic themselves.

Lesson Learned

In her book *Jesus CEO*, Laurie Beth Jones tells the following story: “During my three-year stint at a women’s resource center, I observed two very contrasting leadership styles. Catherine treated secretaries and volunteers with the same warmth and respect that she did members of the board. When she needed something typed, she would ask the secretary, up front, if she had time to do it. She was truly grateful for the work when it was finished. ‘This is a work of art,’ she would declare, and the secretary would leave beaming. Catherine knew the names of everyone in each staff member’s family, and she took the time to inquire about each one.”

“The leader who took her place, had a different management style. She immediately began to close her office door and communicate through memos. She knew nothing of her employees’ family situations, nor did she inquire. She barked orders as if everything were due her. When it came to lunch hour, nobody wanted to go out with her. When extra projects came in, she had to demand that people stay overtime. Nobody wanted to be around her because of her superior air. Productivity at the center plummeted, because staff members were used to being treated as equals” (p. 207-208).

Conclusion

Employee motivation does not have to be an elusive dream or theoretical concept. Fundamentally, managers must get to know their employees, because employees have their own individual motivational blueprints. This can only occur if managers spend time with each employee in the employee’s work environment. Managers must care about their employees, manifested by an attitude that each and every

employee is an integral part of the organization. Employees need to hear this message on a regular basis. Both positive and developmental feedback is needed regularly to clarify performance expectations. Make your employees champions! As managers, be sure your employees are realizing success. With success comes enhanced self-esteem, the nucleus of motivation. Motivation can be as simple as a two-cent piece of candy!



Jon C. McChesney, Ph.D., is an assistant professor in the Department of Recreation and Leisure Studies, East Carolina University, Greenville, NC. You may reach him at (252) 328-0019 or mcchesneyj@mail.ecu.edu.

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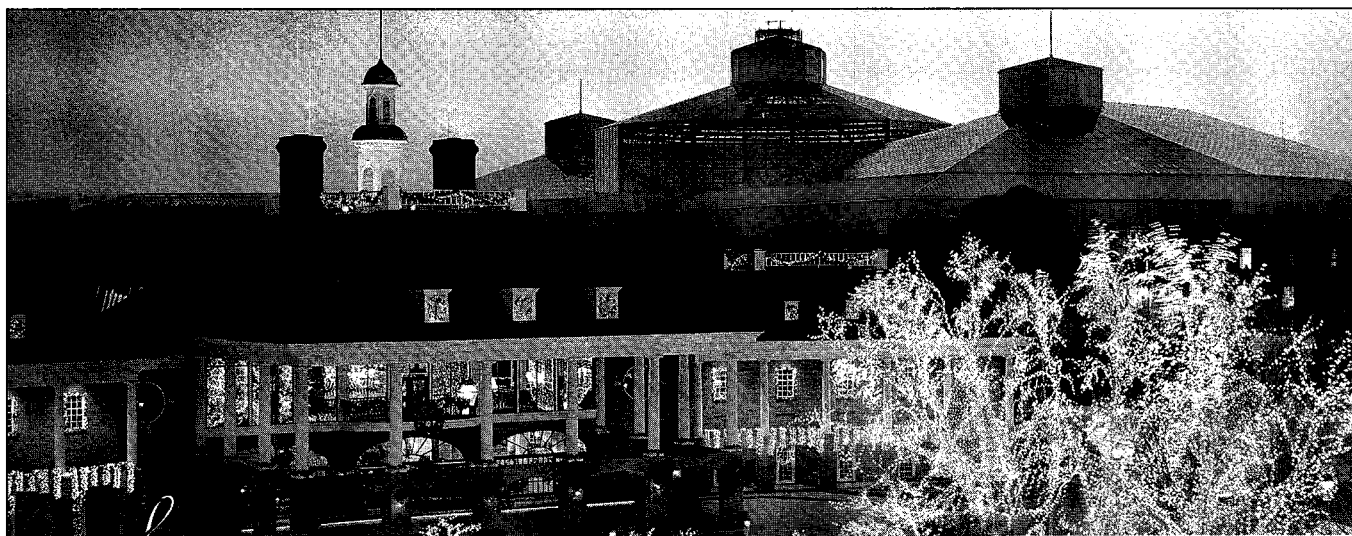
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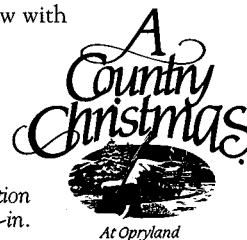
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STEPS TO OUTSOURCE YOUR GROUP TRAVEL PROGRAM

By Jamie R. Kelly

**The
Expertise
And
Resources
Of A
Travel
Consultant
Will Save
You Time
And
Money**

As an employee services provider who plans group trips, you are probably aware of the amount of time required to coordinate the transportation, lodging, day excursions and entertainment activities of a large number of employees. You also may be coordinating several employee services programs on a limited budget. How do you provide the benefit of an employee group travel program, considering your limited resources? The answer is outsourcing.

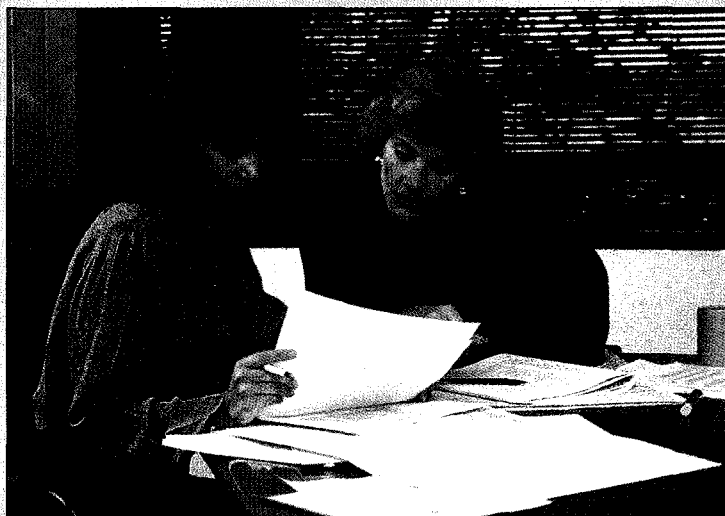
Outsourcing—The Smart Choice

Consider partnering with professional travel consultants from a travel agency. They are experienced and often willing to work on corporate travel programs at no charge to your company, other than the cost of the trip. Working with a travel consultant ensures a quality travel experience to your employees while relieving you of the time-consuming details. The expertise and resources of a travel consultant will save you time and money, and ensure that all of your employees' travel needs are met.



Supporting Work/Life Goals

Your goal should be to make your employees' group travel experience simple and stress-free. Employees want to escape from their daily routines and leave the planning to you. One way to assure employees that their needs will be met is to request that the travel agency provide a professional escort. The escort is available throughout the trip to handle everything from locating lost luggage to coordinating tour transportation to negotiating a grievance airfare for emergencies. Allow the escort to meet your employees before the trip, making sure that they understand the escort's role and how to contact him or her.



Saving Time

As the employee services provider, you do not have to worry about shopping around to compare prices or spending hours trying to stay up-to-date on the latest travel trends or policies. The travel agency will work with the employee services provider to offer travel options that fall within your budget. The agency will perform the research and provide several proposals detailing packages that satisfy your goals. The next step is to choose the best package and reserve the space, then the agency will do the rest.

Of course, as with any outsourced program, the first few trips will require more time, until you grasp the procedures and review the cancellation and liability policies. But, once you establish a relationship with the travel agent and the program is up and running, you can depend on your agent to handle the logistics.

Saving Money

You should not be required to pay the travel agency to reserve group space. If the space does not sell out from your employees' participation, the agency has the option to either sell the space to the general public or cancel the unused space. Once you have decided on a group size, the agency will reserve the group space.

Travel agencies work on commission from vendors, such as hotels, airlines or

cruise ships, not the client. A travel consultant can work with a vendor to negotiate discounts based on volume, advanced planning and healthy vendor/travel agency relationships. Oftentimes, travel consultants can negotiate complimentary trip tickets based on the size of the group. Most tour companies offer one complimentary trip ticket for every 20-25 paying participants.

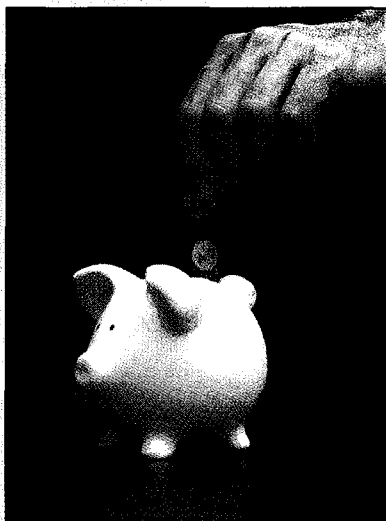
Other Services

Travel consultants are trained to meet the needs of their clients, which means that your employees can contact the agent directly to reserve space. When negotiating your contract, here are some responsibilities that you should ask the travel consultant to maintain:

Customer Service. Ask the consultant to provide your employees with customer service.

For example, the agency can manage special meal requests or accessibility needs for employees with disabilities.

Signup. Have the agency manage employee signup, payment and confirmation. Ask the agent to be responsible for all payments and invoice notifications. Many companies allow their employees to pay for group trips through payroll deduction. The travel agent will manage this optional feature. Each employee also



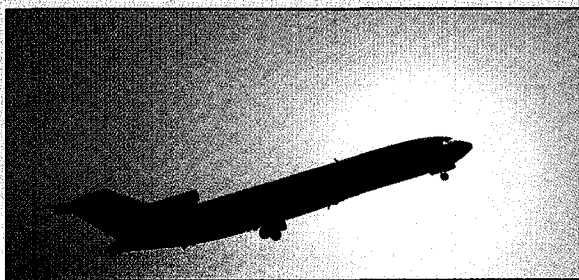
**Your Goal
Should Be To
Make Your
Employees'
Group
Travel
Experience
Simple And
Stress-Free**

has the option of purchasing trip cancellation insurance through the agency. The agent will ensure that all payments to the vendors are received on time, all policies are in writing and all participants receive their documents on time.

Promotional Materials. The agency will develop promotional materials for you to distribute to your employees. This is a negotiable service that agencies often provide at no extra charge. Travel agencies have access to a vast amount of travel materials (brochures, posters, videos, slides, etc.) describing each destination, hotel, resort and attraction. Be sure to request information about local restaurants, shopping and special events planned during the time of the trip.

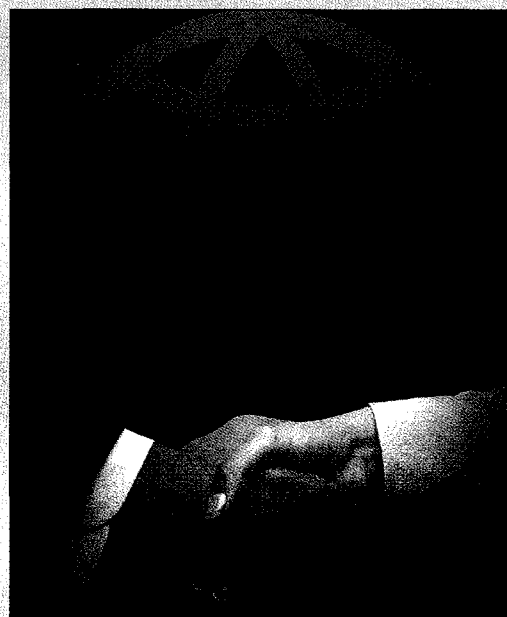
Social Events. The agency can help you plan a trip social function. There should be at least one social function during the trip that will provide travelers with the chance to congregate and socialize. You may consider a Saturday get-together, a poolside party, a pre-dinner hospitality suite or a casual gathering in the lounge. Whatever your group prefers, explain to the travel consultant that the plans should be casual and inexpensive so that everyone feels comfortable attending the event.

Preview Night. Most travel agents will hold a trip preview night at your company. The employee services provider, vacationers and the travel consultants are invited to this event. The consultants use this event to "kick off" the trip by providing information and answering employees' questions. Agencies also provide a trip send-off meeting. This is time set aside, again, to answer any last



minute questions and to inform employees of what to expect on the trip. The consultants should remind the employees of what to pack and what types of identification to bring (birth certificate, driver's license or passport.)

Now that you understand the services that a travel agency can provide for your group travel program, here are some steps to follow after making the decision to outsource:



1. Do your homework. Choose a travel agency like you would a doctor or lawyer. Check references and make sure that the agency is willing to work with you to meet the needs of your employees. Compare several agencies' proposals, comparing policies, liability insurance, disclaimers, sample proposals and certification. Ask questions: How long have you been in business? What are some good experiences you've encountered? What are some bad experiences you've encountered and how did you handle them? Ask to see promotional pieces and a sample proposal. The best travel agencies will want to establish a long-term relationship with a client, not just make a sale. Remember, you do not need to establish an exclusive relationship with one agency. Sometimes, it is best to work with several agencies to negotiate the best services on a trip-by-trip basis.

2. Choose your destination. Let your employees tell you where they would like to go. A travel consultant can help you choose the most popular destination, but the trip will not be successful if your employees are not interested. Keep in mind, choosing a destination sets the tone for the entire trip. For example, a weekend getaway to Las Vegas is a very different experience than a Colorado ski trip or a 10-day Canadian Rockies train tour. Consider your employees' interests. Each destination offers a unique atmosphere and will only spark the interests of a portion of your employee population. It is important to offer a variety of group tours to ensure that the entire population's interests are met.

3. What is included in the price of the tour?


This is the number one question asked among employees. Part of offering a relaxed vacation is to include all expenses. Employees do not want to see added taxes or charges on their final invoice. The advertised price should include all transportation (including transfers to and from the airport) and accommodations. The price of the trip should also include relevant taxes and port charges. Today, some resorts include the cost of food and drinks from the resort in the advertised price. The more fees included in the price, the less employees have to worry about while they're on vacation.

4. Publicize the particulars. Use flyers, e-mail, payroll stuffers, bulletin board announcements and newsletter articles or advertisements to publicize your trip. Give employees all of the information up front. Remember to include the travel times; due dates for deposits and final payments; total price per person; trip features included; where they meet for departure and return; and cancellation policies.

5. Reconfirm details. Be sure to reconfirm all of the details with your travel consultant. If you have changed a particular arrangement, notify the participants about it right away.

6. Conduct a follow-up survey. After the trip is over, ask employees to fill out a survey, rate the trip and offer comments on specific parts of the trip. Ask for suggestions of future trip destinations.

Conclusion

Travel agencies offer the expertise and resources needed to plan a group trip that will meet your employees' needs. The key to smooth travel planning is to find a travel agent whom you trust. Agree ahead of time on the responsibilities of both you and the agent, putting your agreements in writing. Once the trip is planned, it is up to the participants to take advantage of all the wonderful activities you've planned. 

Jamie R. Kelly is manager of member services for NESRA Headquarters, Oak Brook, IL. She was formerly assistant program manager for Suzi Davis Travel, Bloomington, IL. For more information on group travel planning, contact Kelly at (630) 368-1280 or e-mail her at jamiyekelly@nesra.org.

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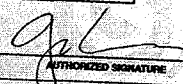
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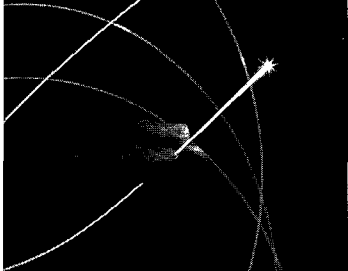

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ADDING SPIRIT TO YOUR WEBSITE

By Deanna DeMatteo

Many employee services providers are creating websites and using them as a cost-effective outlet to communicate their programs. Through employee services websites, employees are buying merchandise from the employee store, signing up for company activities and reading their companies' newsletters. In fact, employee services providers often display their services online to reach employees from multiple locations. But, once your employee services website

is in place, how do you keep visitors coming back for more? Here are some ways to add spirit to your website.

For Starters

Surfers are always searching for new information, so you must update your site regularly. You can let your audience know how frequently you update your site by posting the date the site has been updated on the main page. If your site is large, indicate which

pages are updated. That way, if surfers have visited your site before, they can go directly to the updated pages.

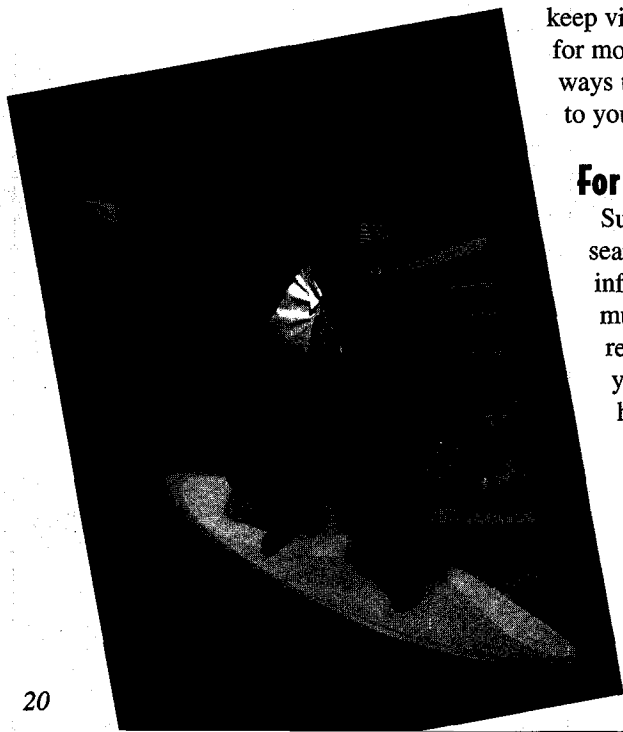
Start generating new ideas for your department's site by visiting other sites regularly. Use search engines such as Alta Vista, Yahoo, Lycos, or Excite to look up the websites of other companies. How do they display their employee services? Take notes on the features you find appealing.

Main Information

To find the information they need, Web surfers often use search engines. The robotic search engines match sites using the first two to three sentences on your site. Make sure your main statement is contained in those first lines.

Entice Web surfers to remain on your site and browse by presenting your primary message on the main page. The main page should serve as the "index" to your site. Viewers usually visit the front page first and then decide where to go from there.

Each page should provide the reader with a navigation bar. The navigation bar can be at the top, sides or bottom of your page. The only time you would not want visitors to have the option of navigating is when you would like them to return to the previous page. Otherwise, place a navigation bar on every page.



Conveying a Message

Each time you update the look of your site, check that the new material conveys a clear message throughout each Web page. Does the new information and design still follow your employee services department's mission statement? You can use photos, colors, scripts and text to express your message. Update information when it becomes obsolete and try to add a new concept each month.

Adding New Features

Consider subscribing to idea-sharing sites like "Cool Site of the Day," which periodically e-mails its members the addresses of creative websites. The appearances of these sites are amazing but it's easy to get lost on some of them. Oftentimes, an overload of bells and whistles can cause the reader to forget the purpose of the site. Try not

interest without overpowering your content. Above all, make sure that your site is easy to navigate. Nothing makes a visitor hit the "Home" button quicker than getting lost and not knowing which button to press next.

Concept Options

There are several concepts to choose from when adding new characteristics to your website. Try combining some of these concepts to spice up your site:

Policies and procedures: Does your discount ticket program require that employees pay for movie tickets with cash? Did your recreation facility recently create a new member identification system? Post new policies and procedures on your website.

Department news and upcoming events: Provide a calendar of events. Or, describe new employee programs.

Registration forms: Give your visitors the option to sign up for events online.

Extend your employee store online: Allow employees to browse through photos of employee store merchandise and present them with the option of purchasing items online.

Feedback page or guestbook page:

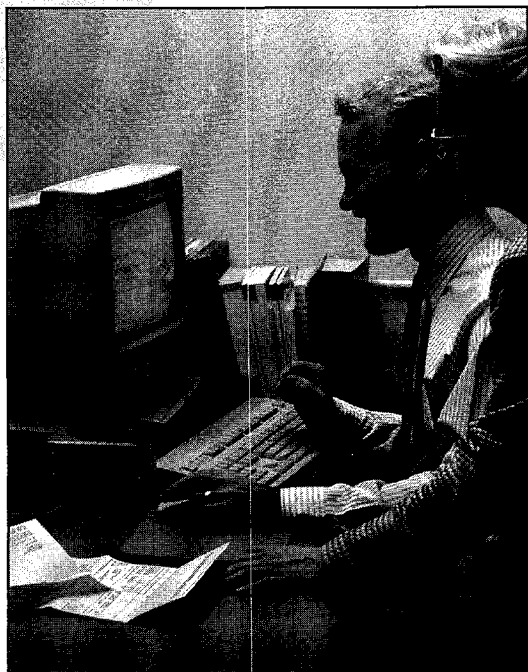
Guestbooks are open forums for employees to articulate their feelings and comments. Post a topic and ask visitors to respond.

Links page: List useful websites that visitors can link to from your site.

Newsletters: Post portions of your department's newsletter on the website or create newsletters especially for the Web. Offer employees the opportunity to subscribe to the on-line newsletters directly from your website. When new issues are published, e-mail your subscribers, providing links to the updated site.

Adding Photos to Your Site

When adding pictures to your site, sample different photo formats and decide which ones you prefer. The format .jpg (or .jpeg) is widely used, mostly because it takes up less webspace



to cloud your message with complex pictures and movement. Instead, use special effects to reinforce your site's purpose.

On the other hand, visitors will lose interest quickly if your site consists of large blocks of type on a single-color background. Try a pleasant, two-colored background with an interesting font. Try incorporating animation into the pages of your site. This characteristic will generate

Make Your
Visitors The
First To
Sign Up For
Events Online

and loads quickly. Unfortunately, this format also contains lower pixels, which means the photos lose some of their clarity. For example, while creating a website dedicated to the Las Vegas Strip, I found that when the photos of the casinos at night were saved in the .jpg format, they weren't clear. For this reason, I chose the gif format for this project. Although it takes up more webspace

and loads slower, the photos saved in the gif format are usually sharper.



Fun Ideas

Maintain the interest of your visitors by adding a few engaging concepts to your site. These characteristics are often eye-catching, so change them regularly. Search for websites that offer scripts you can download to your website. These scripts are often free, but vendors request that you post their names under the "view source" button. Use

these techniques to make your site attractive:

- **Java or Javascript.** These scripts provide you with the option of downloading various features to your site quickly. They allow your users to navigate efficiently throughout your site by adding menus and links. Most webmasters use Java to create movement on their sites. This attribute makes your site more attractive, but it takes a long time to load. Javascript is quicker to load and still allows you to create appealing web effects.
- **Statement Script.** This script changes its information each time a visitor returns to the page. One site posts quotes from famous people. When the visitor presses the return button, the quote changes. Try using this script to create a trivia question.
- **2000 Countdown.** Each day the script will post the number of days left until the year 2000.

- **Mouse-over.** These scripts will change the look of a button or picture when the mouse arrow is placed over them.
- **Weather Services.** Add your name to a weather service site and it will allow you to display the weather for any location on your website.
- **Animation.** Animation is created frame by frame, similar to a cartoon frame. Ulead (www.ulead.com), an imaging and video production tools provider, offers scripts that help webmasters create animation. It takes time, but the scripts are easy to load and interesting to watch. Search for sites on the Internet that specialize in Web animation. Some sites will allow you to use the animation at no cost, while others require you to give credit to the source by linking to their site or mentioning their Web address.

After adding special features to your site, consider viewing the finished product from computer monitors of different resolutions. Most monitors can vary in resolution from 640 x 480 pixels up to 1,280 x 1,024 pixels, providing you with a noticeable difference in quality. View your site on a 14-inch monitor and then on a 17- or 19-inch monitor. Of course, your website won't look perfect on all monitors, but you can find a happy medium. Majority rules!

Conclusion

An encouraging aspect of Web design is that, unlike printed materials, a website can be altered, updated and improved constantly. This requires time, which is why some employee services departments hire full-time webmasters to maintain their sites. If you do not have time to update your website regularly, consider seeking the guidance of a Web consultant. Remember, when your department's site is on the World Wide Web, your information is out there for the world to see.

Deanna DeMatteo is the recreation coordinator and webmaster for the Burbank City Employees Association, Burbank, CA. For more information on website development, e-mail DeMatteo at su-shann@worldnet.att.net.

Accommodating Accommodations

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* Discount varies by location and time of year. Cannot be used in conjunction with other discounts. Not applicable to groups. Blackout dates may apply.

Celebrate The Spirit of Halloween

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Sponsored by the Associated Industrial Recreation Council (AIRC), Greater Los Angeles Area Industrial Recreation Council (GLAAIRC) and San Gabriel Employee Activities Association (SGEAA)

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**Enjoy the vendor fair, dinner, door prizes, and
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Don't delay, seating is limited.

For more details, call Kim Crookston at (661)702-5938
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NESRA's 59th Annual Conference and Exhibit presents

Practical Solutions to Work/Life Issues

April 12-16, 2000 • Adam's Mark Hotel • Denver, CO

Featuring More Workshops Than Ever Before!

Conference Topics Include:

Employee Services as a Recruiting and Retention Tool

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Balancing Work/Life Issues

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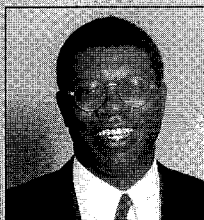
Including an extensive Employee Store Track

Read What **NESRA Peers** say about NESRA's Annual Conference and Exhibit



"Two years ago, at the NESRA Conference in Chicago I received information on how to set up an employee store. We started a small store in a 6' x 12' room. After reaching \$40,000 in sales the first year, my company built us a 15' x 25' store. We couldn't have done this without the help of NESRA members."

*Carolyn Hollingsworth, manager Information Technology,
Armstrong Air Conditioning, Bellevue, OH*



"NESRA is committed to providing programs that meet the specific needs of members. The conferences have powerful substance and allow individuals to network with people who have answers. NESRA is a first-class organization that treats speakers well."

*Robert Davis, president, Robert Davis Association,
Miraloma, CA*



"NESRA's Conferences provide great opportunities for networking, building business relationships and making new friends. I look forward to exhibiting each year. The attendees are very friendly and receptive to what the exhibitors have to offer."

*David Good, account executive, Caesars Pocono Resorts,
Lakeville, PA*



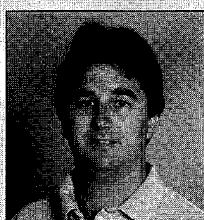
"NESRA has been invaluable, encompassing the full umbrella of services for our employees. Every conference I learn at least one new thing that will enhance our programs and services. This year's employee store section was 10 times better. Please continue to put an emphasis on this very needed part of employee services."

*Cheryl Kappes, CESRA, program manager,
Honeywell BCAS, Glendale, AZ*



"NESRA is like a lifeline, a breath of fresh air, for employees who daily face downsizing, rightsizing, outsourcing, forced retirements, and other dollar-saving efforts of our times. NESRA still has employees' interests and welfare at the forefront. I am proud to be under the 'umbrella.'"

Judith Ryken, Jet Propulsion Lab, Pasadena, CA



"I've found the Exhibit Hall at NESRA's Conferences to be one of the most valuable aspects of NESRA. We find discounts and services that Chevron employees can use in their daily lives."

Jim Bonwell, Chevron, San Ramon, CA

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SPOTLIGHT ON A CASE STUDY

MEASURING THE SUCCESS OF WORK/LIFE PROGRAMS

BUILDING A BUSINESS CASE

INTERACTIVE SOLUTIONS

WORK/LIFE IN MOTION

Separate registration fee required for pre-conference seminar.

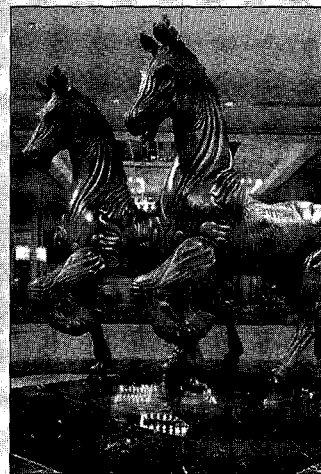
Adam's Mark Hotel

The Hotel of Denver

The Adam's Mark Hotel is located on the 16th Street Mall, a mile-long pedestrian promenade lined with shops, restaurants and entertainment. Free shuttle buses run its length, providing easy access to all downtown attractions. The hotel features 1,225 new and renovated guest rooms, including 92 suites with outstanding views. All rooms are spacious and offer work desks, remote-controlled televisions with "On-Command" movies, hair dryers, irons, and full-size ironing boards. Express checkout is available.

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Enjoy fabulous dining and entertainment at the Adam's Mark Hotel's restaurants, bars and lounges: Bravo! Ristorante, Supreme Court Cafe & Nightclub, Players Sports Bar, Trattoria Colorado, Tiffany Rose Lounge, and Capitol Bar.



NESRA'S 59th Annual Conference and Exhibit
Adam's Mark Hotel, Denver, Colorado
April 12 - 16, 2000
Registration Form

Full Name (Print) _____ Common First Name _____

Position _____

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes _____ No _____

Does your company have an employee store? Yes _____ No _____ Do you manage it? Yes _____ No _____

Expected date of Arrival _____ Departure _____

() Please check if you have disabilities and require special services. Attach a description of your needs.

Payment method: check _____ VISA _____ Mastercard _____ American Express _____

Discover _____ Credit card number: _____ Expiration date: _____

REGISTRATION FEES: Please circle your choices and indicate the total amount enclosed.

<u>NESRA's Conference and Exhibit</u>	<u>Prior to 3/12/00</u>	<u>After 3/12/00</u>
NESRA Organization Member	\$520	\$545
Non-Member Delegate	595	645
Associate Member non-exhibiting	840	865
Spouse Program	225	250
College Student	160	185
Retiree	85	85
<u>Work/Life In Motion</u>	\$220	\$245

TOTAL: \$ _____

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371 or fax the registration form with your credit card information to NESRA at (630) 368-1286. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/10/00. After that date, a refund is not guaranteed.

All room reservations must be made **directly** with the Adam's Mark Hotel. We suggest you telephone in your room reservation to the hotel at (800) 444-ADAM (2326). Be sure to state that you are part of the NESRA Conference. The NESRA Conference room rate at the Adam's Mark Hotel is \$139 per night (single or double occupancy). Children under 16 will be allowed in the Exhibit Hall on Saturday only.

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MAKING CHAPTER MEETINGS MORE PRODUCTIVE

By John Borja

“Wow! That was a terrific meeting!”

**Align Your
Meeting Topics
With The
Meeting's
Purpose And The
Goals Of The
Organization**

When was the last time you heard this expression? What if your attendees said it after every meeting? They can. It just takes good planning and a little time on your part. The key to an interesting chapter meeting is to make it a productive event. Align your meeting topic with the meeting's purpose and the goals of the association. It's that simple.

The information in this article can be applied to any organization or business, but our focus will be directed towards chapter meetings. Each chapter's goals may differ, but they are concerned with both growing the membership base and providing quality educational programs. Productive meetings are excellent tools, and perhaps the only tools for some chapters, that help increase and retain membership and educate and re-energize members.

Planning, Promotion and Preparation

Try to plan a chapter meeting each month. Consult with the other NESRA chapters within a 100-mile radius of your chapter and request their calendars. Then, select a day of the week that does not coincide with another chapter meeting. The reason being that NESRA Associate Members usually belong to more than one chapter and it is important to give them the opportunity to attend every meeting.

Factors to Consider

In determining whether to center your meeting around lunch or dinner, you must consider travel time, type and length of program, location and budget. Choose a location that is close to your members' workplaces. If their locations are

dispersed, vary your meeting place to accommodate as many members as possible. Ask your members what time of day is most convenient. For some chapters, dinner meetings work better than lunches, or vice versa. In planning your meetings, the environment should be conducive to learning. Outdoor meetings often present too many distractions. Instead, find a quieter environment such as a private room at a restaurant or a meeting room in an office building. Consider the cost of the site you choose. Most of your meetings should require business-casual dress and offer fairly inexpensive dining, so members can attend them frequently. Survey your members often to learn their favorite locations and their price limitations.

Promoting the Meeting

The most important aspect of the meeting is attendance. In promoting your meeting, send meeting flyers to your current membership roster, prospective members and speakers and special guests. Allow at least three to four weeks for your meeting flyer to reach its destination. In the flyer, establish a response deadline and a graduated fee scale to encourage early bird registration. Print one contact name on the flyer. Provide an abbreviated agenda and include the topic of the program with a brief description and short biography of the speaker. List the menu and enclose directions.

Meeting Day

In preparing for your chapter meeting, arrive early to set-up the room. Inspect the room setup to see if it coincides with what you had planned. Distribute speaker handouts at each chair and check the room temperature and the lighting. A meeting will not be productive if your attendees cannot adequately see or hear the person speaking. Avoid any obstructive views of the speaker, such as floor columns, partitions, or tall table centerpieces. Test the audio and visual equipment and be prepared to troubleshoot if technical difficulties arise.

A full written agenda is vital for a successful meeting. Before the room is opened to attendees, place an agenda at each chair. This indicates that the meeting planners are organized and the meeting is important. Before the attendees

arrive, discuss your plans with the facility management. Eliminate any potential distractions such as waiters bussing the tables and opening kitchen and foyer doors during the program.

Review the following time frame when planning a chapter meeting. You will notice that certain segments can be shortened for lunch-time agendas.

Time Frame

Welcome & Call to Order

(30 seconds)

Begin on time, preferably after the attendees complete their entire meals. If this is not possible, begin during dessert, but under no circumstance should you begin a meeting during the entrée. In most cases, attendees pay to enjoy a meal at the meeting, and they are entitled to an uninterrupted dining experience. Plus, the meal time is an excellent occasion for them to network with other attendees at the table. Try enhancing the networking experience by seating one board member or officer at each table.

Once you are ready to begin the program, grab the attention of your audience immediately to indicate that the meeting has begun. In your opening line, avoid humor, unless it is your strong suit. Also, never begin your meeting with *"We don't have much time"* or *"We're going to get you out of here as soon as possible."* If your meeting is monthly, attendees mark this meeting on their calendars. Don't lessen the importance of your gathering by "rushing" them out of the room. As long as you follow your agenda and its time frame, your meeting will be successful.

Introductions

(5 minutes for dinner/2 minutes for lunch)

Communication and networking is important to the chapter and the attendees at the meeting. As a result, meeting players and attendees should introduce themselves. First, introduce yourself by stating your name, company, chapter position, etc., and then explain NESRA's tie-in to the event. However obvious, this is to reaffirm the purpose of the association and its membership. If time permits and there are many unfamiliar faces in the audience, allow for introductions at each table, asking that they state only their names and companies now and they can make commercial announcements later.

**In Planning
Your Meetings,
The
Environment
Should Be
Conducive To
Learning**

**Interactive
"Hand-On"
Sessions Have
The Greatest
Potential To
Keep Audiences
Interested**

Indicate to your audience what you're going to accomplish today and identify the players or participants. Speakers' brief biographical descriptions can be mentioned at this point or at the beginning of the program/speaker segment of the meeting. This information should also be included in the speaker handouts.

Committee Reports

(5 minutes for dinner/3 minutes for lunch)

Since this is, in essence, a business meeting, you must take minutes and review the minutes of the last meeting as part of the documentation process. Include reports covering finances, membership, upcoming meetings, and any current committees.

Announcements

(15 minutes for dinner/7 minutes for lunch)

This is the time for networking opportunities, NESRA Associate Member announcements, news from NESRA Headquarters, and recognition announcements such as members of the month or anniversaries. It is also an appropriate time to inform attendees of important dates to remember and for announcing upcoming special events.

The Business at Hand

(5 minutes for dinner/3 minutes for lunch)

Again, since this is a business meeting, you need to allow some time to discuss old, new and current business. If ratification is needed, it should be mentioned at this part of the meeting. Ask for input on ideas regarding specific issues or call to notice any special circumstances. Elections could also fall into this segment. Consider assigning action items during this time.

Program

(45 minutes for dinner/30 minutes for lunch)

Survey your members often and ask them what types of programs will help them at work. Remember, getting people to attend the meeting is one thing, but keeping them there can be a challenge. Attendees are hoping that the session provides information that they can bring back to work, but they also want to be entertained. Review your usual format and add some innovation.

Use creativity in designing your speaker programs. "How-to" sessions or demonstration programs are often useful when presented properly. Examples of "how-to" sessions include earthquake preparedness; CPR training; picnic planning; good listening techniques; customer service; and time management. In covering these topics, the speaker should state not only the theory but also the practice. Focus on employee services, demonstrating how to implement new programs at work. Interactive and "hands-on" sessions have the greatest potential to keep audiences interested. You may suggest that the speaker invite a few audience members to participate in a demonstration. Keep in mind that the speaker should maintain total control of the session as it relates to the microphone and time management.

Instead of a traditional speaker, you may try something amusing, like a talk show or game show format. This could be an excellent vehicle to convey your information and spark audience participation. You may ask your attendees to help you put on the show by recruiting them as stage managers (to watch the clock), assistants (scorekeepers), technicians (audio and music), and judges. Session speakers from past NESRA conferences have used these formats with great success, and the same can be true for chapter meetings. The talk show format is especially appropriate when your program features a panel discussion. Instead of placing a table on a stage with four panelists, set up your stage like a talk show and bring out your guests individually. Or perhaps you can ask the speaker to discuss topics with the audience in the round. You'll find that your meetings are not only very informative but fun as well. Soon, you'll hear those words: "Wow! That was a terrific show!" Keep it up and your attendance will increase each month.

Social Activities

One of the most important chapter goals is the educational enlightenment of its membership and the dispensing of knowledge and information. Almost all of your meetings should have this focus. Nevertheless, at certain times of the year, a chapter meeting may feature a vendor fair or take place at a more social location.

During these types of meetings, consider tabling some of the committee reports and the business-at-hand items until the next meeting. If you plan a social event, mail your members an agenda that includes social activities and educational content, if any. Then, also include a promotional flyer highlighting the next learning event. This process will assure that your members stay abreast of the association's business, keeping their attention on the purpose of the group. Yes, it is true that attendance increases when the meetings are vendor fairs or held at themed attractions. But remember that meeting topics should stay aligned with enhancing the professionalism of employee services or delivering quality employee services. If the topics are relevant and the speakers are dynamic, your members will attend your meetings.

Q & A

(10 minutes for dinner/15 minutes for lunch)

Always provide time for questions and answers. This validates the audience's importance and encourages interaction. Brief the speaker about the question and answer period either before the meeting or in writing at the time of the booking. Allow time for several questions, but manage this time by asking that each person ask only one question with the speaker responding with brief answers.

Door Prizes

(10 minutes)

Everybody loves door prizes, and oftentimes, it's the thrill of winning that's appealing, regardless of the prize. This is an effective technique to keep people from leaving early. It's also an excellent opportunity to involve both NESRA Associate Members and NESRA Organizational Members in an activity. The prize is in itself a commercial for the donor company. This requires minimal planning and can run smoothly if you request assistance. You'll need door prize tickets. Pre-select members of the audience to help you distribute the prizes making certain to acknowl-

edge each one of your assistants at the meeting. For each prize, it is important to correctly state the product and identify the donor. This is a must! Be sure to pronounce names correctly. Distribute the prizes quickly, but without sacrificing your format. You should be able to give out 20 prizes in 10 minutes.

Adjournment

(30 seconds)

Thank your door prize donors, the facility, and the host. Remind everyone of the next meeting. Thank everybody for attending.

Conclusion

Productive meetings can really turn chapters into solid groups that will stay together longer. Educational meetings will encourage current members to increase their attendance. They will also attract prospective members. Orchestrating effective meetings takes planning time. This time is well-spent when you add value to what it means to be a NESRA member and pave the way to increased professional growth and knowledge. You will realize the impact of your efforts once you hear, "Wow! That was a terrific meeting!"



John Borja is a Lifetime Member of A.I.R.C., the NESRA chapter in Burbank, CA, and has been its newsletter editor for the last seven years. He is a past president, past board member, and past conference chairman. He is also a member of the Editorial Advisory Board for Employee Services Management magazine.

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INSURANCE OPTIONS MEET EMPLOYEES' WORK/LIFE NEEDS

NESRA Introduces

NESRA *Employee Preferred*

By Robert E. Kurdziel

Do you notice your coworkers complaining about their personal financial issues at work? Oftentimes, when employees have financial concerns, their productivity decreases and they are absent frequently. Whether it be an eldercare issue, a sick pet or an unexpected car repair, employee services providers are responsible for helping employees balance their work and personal lives.

Visit <http://www.nesra.org>

Click on *Employee Preferred Benefits* for the latest information on NESRA *Employee Preferred*. Participate in the Website Forum. Share your employees' insurance needs or express your thoughts and recommendations for future program offerings.

To help providers implement personal finance management programs, NESRA has developed the NESRA *Employee Preferred* program.

NESRA *Employee Preferred* is a voluntary employee benefit program that allows employee services providers to offer their employees specialized insurance coverage to fit their needs.

Voluntary Benefits

Work/life issues are often complex and rarely addressed by typical employee benefit programs. NESRA *Employee Preferred* offers NESRA-member companies specialized insurance options above and beyond the companies' basic coverage. The program partners with companies to provide a one-stop shop for employees' personal insurance needs, allowing employees to choose their own insurance benefits in an "a la carte" fashion. These insurance options are called voluntary benefits. Voluntary benefits enhance the company's overall benefit package. The benefits are typically paid for by the employee and they are fully portable, which means the employees can take their benefits with them if they leave the company. Oftentimes, employees can pay for the insurance through payroll deduction.

Insurance Options

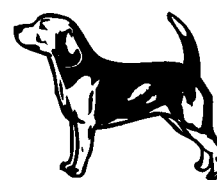
Using the collective strength of NESRA member-companies, NESRA *Employee Preferred* offers insurance, financial and professional services to the 10 million-plus employees and retirees of NESRA. Choose from a wide range of superior quality, group-discounted voluntary benefit programs. The NESRA *Employee Preferred* program can enrich the benefits package of any NESRA-member company, regardless of their size, at no cost to the company. Employees assume the cost of their selected coverage.

The benefits include the following:

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- **"Healthy Savings" Discount Card:** for vision, dental, hearing aids and more.
- **Disability and Life Insurance:** voluntary and portable, with group rates on a variety of plans.
- **Serious Illness Insurance:** addressing a range of illnesses, diagnosed or incurred.
- **Pet Insurance:** available for the medical care needs of beloved four-legged family members.
- Plus, a number of additional benefits.

Preferred Perks

NESRA companies nationwide are providing NESRA *Employee Preferred* insurance options to their employees because the program is so easy to implement. NESRA *Employee Preferred* representatives will gather company information and coordinate resources to develop program proposals, analyses and recommendations at no cost to NESRA members. They will assist employee services providers in the education, training and program development of the company's personalized insurance program. Companies are not required to provide a minimum number of participants; and it is not necessary to



gain your employers' contribution. Your NESRA *Employee Preferred* representative will furnish you with the cost-effective insurance options your employees need to live balanced lifestyles.

Royalty Program

Reap the benefits of the NESRA *Employee Preferred* Company Royalty Program. This benefit allows NESRA companies to generate continuous revenue for each insurance program

NESRA Members Reap The Benefits Of NESRA *Employee Preferred*

"NESRA's *Employee Preferred* program helped us make the selection of group auto and homeowners insurance programs a comprehensive and simple process. And, they negotiated on our association's behalf for a very favorable royalty return."

Dale Shafer, CESRA, general manager, PSEA of PG&E, Concord, CA.

"The range and quality of voluntary employee benefit programs offered by NESRA's exclusive *Employee Preferred* program can help any NESRA member company directly address many of today's complex work/life issues at no out-of-pocket cost and with a minimum amount of effort. Every NESRA member will benefit."

Roger Lancaster, CESRA, general manager, USDA Employee Services and Recreation Association, Washington, DC.

offered to their employees. Since employees assume the cost of coverage, the company can enhance the benefit program at minimal expense. This is an excellent opportunity to offer new benefits while, at the same time, generating royalty income that can be used for managing employee services programs, implementing employee giving programs or even creating an employee emergency assistance fund.

For More Information On NESRA *Employee Preferred*
Contact:

NESRA Headquarters
Jamie Kelly
(630) 368-1280
jamiekelly@nesra.org

Conclusion

NESRA understands the diverse needs of its members and we are proud to offer this comprehensive discount insurance plan to you and your employees. NESRA *Employee Preferred* will enhance your benefit package at no direct cost to your company, while helping you attract and retain quality employees, reduce employee stress and increase productivity. For more information on how to use this program to build or enhance your benefit program, contact Jamie Kelly, manager of member services, at NESRA Headquarters, (630) 368-1280, or e-mail her at jamiekelly@nesra.org.

Robert E. Kurdziel is president of NESRA Employee Preferred/RMG, Marietta, GA.

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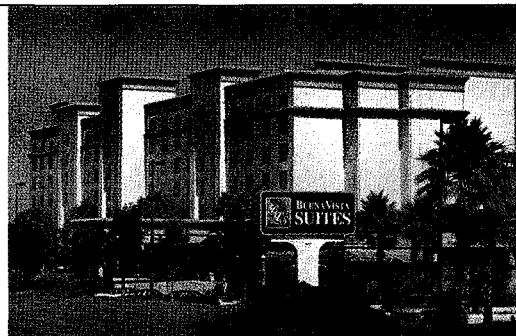
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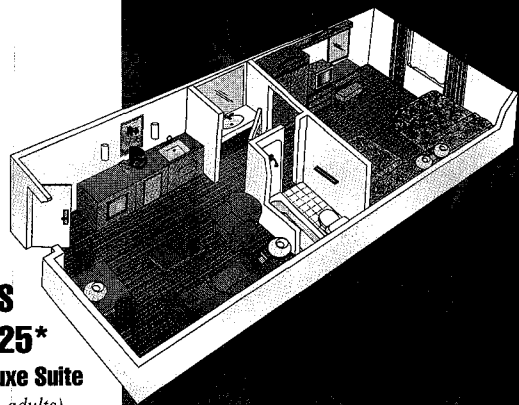
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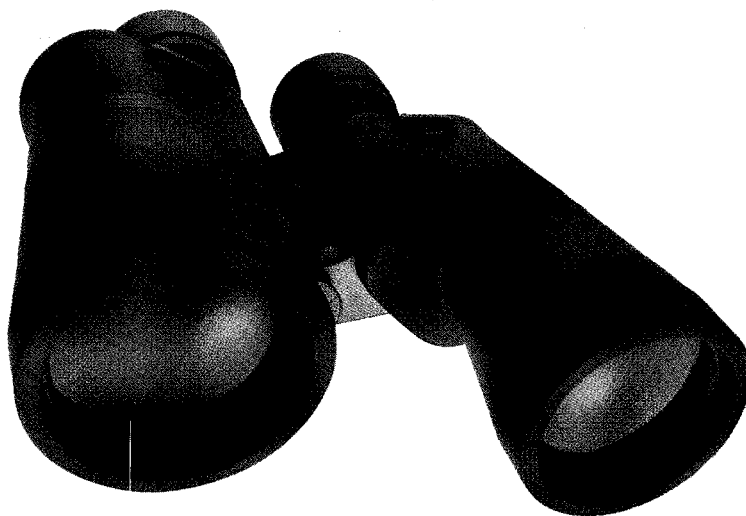
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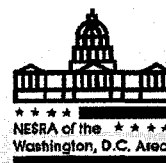
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Staffing Your Store

By Carol L. Schroeder

The dwindling pool of candidates, especially for sales jobs, is of grave concern to all retailers. Employee store managers are looking for a special type of retail salesperson—someone who can perform a variety of tasks and build relationships with revisiting customers. To attract this type of person, you should know that surveys of employees show that the opportunity to do meaningful work, the feeling of being appreciated and a sense of job security are as important to workers as the hourly salary and benefits. Of course, you should check to see what other stores are paying and offer as much as you can afford to attract the best candidates. But, you must look beyond money and benefits to create jobs that people will enjoy.

Where to Find Valuable Employees

Traditionally, most applicants discover retail jobs by reading the classified ads section of a newspaper. To attract applicants in today's tight labor market, ads must be larger (which can be quite expensive) and more enticing. An effective ad should romance the job and the excitement of working in your store. Be sure to mention the salary and benefits, if they are attractive, and specify the experience and skills required for the position.

Colleges, technical schools and local high schools often have placement offices that will post job listings. Many schools even provide work-study training programs that allow students to earn credit hours for time on the job. Students placed with a store as part of a course in retailing business may be interested in permanent placement in the future.

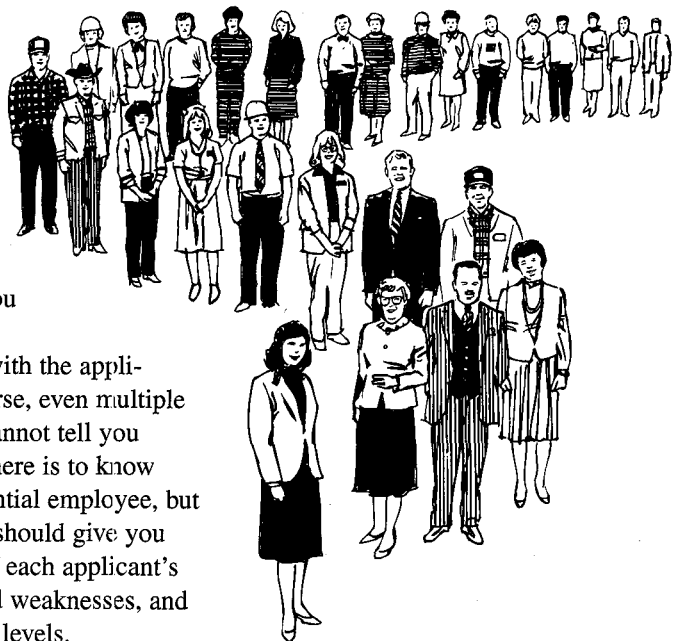
Your community may have a program for retirees looking for part-time work. Senior citizens often make excellent employees. Network with friends and coworkers for potential candidates.

One of the best ways to advertise a job open-

ing is to post a notice on your store door or prominently within the store. Current customers who have shown an interest in your store and its merchandise may know someone who would like to work in your store. Avoid broadcasting that you are short staffed or an employee just quit. And, out of respect for your current staff, don't post an hourly wage on the job opening notice. This is a matter that can be discussed with applicants later or mentioned in a memo attached to the application form, along with a job description and the hours required. This will help applicants understand what type of experience and availability are necessary for the position.

The Hiring Process

Careful hiring can result in lower turnover of employees and a happier, more compatible staff. A written job application is useful for providing background information, and one or two in-person interviews will allow you to get better acquainted with the applicant. Of course, even multiple interviews cannot tell you everything there is to know about a potential employee, but this process should give you some idea of each applicant's strengths and weaknesses, and their interest levels.



**A Competitive
Job Market
Requires You
To Act Quickly
On Applications
That Look
Particularly
Promising**

Reviewing the Applications

A competitive job market requires you to act quickly on applications that look particularly promising. A delay of a few weeks may mean the applicant has already been hired by another business.

Review the application for neatness and completeness as well as content. Retail experience is a plus, as is any work or volunteer experience requiring interaction with the public. Very few applicants have academic qualifications that specifically apply to retailing, but a high level of education reflects a capacity to learn and commit to a program. Consider the candidate's attitude towards long-term commitment, since it is much more expensive to hire and train someone new than to retain a good employee. Look for consistency in the candidate's education and job history. Ask the applicant about any long, unexplained time gaps on their resume and always check references.

Preliminary Interviews

Involve the entire staff in the interviewing, hiring, and employee training processes. Consider inviting other managers and key employees to the preliminary interview. The preliminary interview should be conducted by the employee store manager and a full-time employee. Invite the candidates to attend a 20-minute meeting in your office. Ask questions similar to those on the application form, plus some open-ended queries such as, "Tell us about an achievement you are particularly proud of" and "Give us an example of how you handled a difficult situation at one of your previous jobs." Then, give the applicant a chance to talk informally and ask questions about the job. The key to interviewing is to put the candidate at ease and allow him or her to talk as much as possible.

The Staff Interview

From the preliminary interview, select three or four candidates to return for a staff interview prior to store hours. Invite all staff members to attend the informal interviews. Meet with one candidate at a time, asking the applicant to describe his/her background. One employee should explain what it is like to work at the

employee store and describe what the position entails. The staff should feel free to ask anything they want, except those topics prohibited by law. Questions can range from, "What book would you take to a deserted island?" to "Do you feel you are most productive in the morning or afternoon?" In the interest of fairness, managers should also ask certain standardized questions so every candidate answers some of the same questions.

After the last candidate has left, the staff should discuss their notes and then vote by secret ballot or a show of hands. As with any other democratic voting process, candidates may be selected by a narrow margin; but most staff members should feel comfortable with the concept of the majority vote ruling.

Some candidates find it intimidating to face a large group, therefore try to take their nervousness into account when evaluating their interview performance. Positive details from the first interview should be discussed, especially if the applicant appeared poised in front of two or three interviewers but not the entire staff. Look for indications that the candidate really wants to work at your store, as evidenced by a positive attitude backed by impressive credentials.

The stress of the staff interview is not unlike facing a number of customers all wanting immediate attention, so the process helps you to see if the candidate is comfortable talking with strangers and managing multiple demands for attention. As a result of their participation, the staff will have a vested interest in the success of the new coworker they selected. The new employee will come on the job having already met a number of the staff members and with the knowledge that her coworkers want her to be there.

Check references immediately after the staff's selection process is complete. After contacting the applicant's references, offer the job to the candidate the staff chose. Notify those not selected by telephone and keep their applications on file for future consideration.

Remember, the process of dismissing an employee is difficult and often costly. Put your best effort into the hiring process. If you don't find a candidate you and your staff are comfortable with, continue the search until you do.

Two Weeks on Trial

Two interviews are better than one, but even after two interviews, you will know very little about how a new applicant performs. Some employers implement a two-week trial period for all new employees. This offers the employer and the employee an easy out if the fit is not right. If a serious problem, such as tardiness, a negative attitude, or poor work habits, turns up during the first two weeks, the trial period allows both parties to sever the relationship without providing the usual two weeks notice or written warnings. Be sure to document your new employees' agreement to the trial period. Then, you and the staff should do everything possible to make the person a successful member of the team.

Job Sharing


Consider having your employees job share all specialized job functions such as bookkeeping, stocking, and managing the store. The store and the employees will benefit from this flexible arrangement and essential store responsibilities will not come to a halt if someone is sick or on vacation. Staff members will have someone to share their work load, while parents can enjoy being home when children return from school or if a child is sent home from school ill. Usually those sharing a job build a close rapport, developing their own division of tasks and even setting their own schedule.

Employee Evaluations

Employees and managers should be in continuous communication about issues of common concern, but a private, annual or semiannual evaluation ensures every employee receives an equal opportunity to be heard. Private conferences provide employees a chance to mention job-related concerns and plan for the future. At the same time, the employer can use the occasion to praise the employee for past accomplishments. If there is room for improvement, list specific items under "future goals." At the next evaluation, or at delineated points throughout the year, check to see if the employee is progressing towards these goals. Encourage employees to bring up their own issues that need work, such as wanting to broaden their knowledge or job skills.

When salary increases are tied to the evaluation, the money issue often becomes the primary focus of the conference. An employee who is not receiving a raise may wonder why and may doubt the sincerity of praise given during the evaluation. Ideally, salary increases should be given at other times of the year, and not tied to the review.

Conclusion

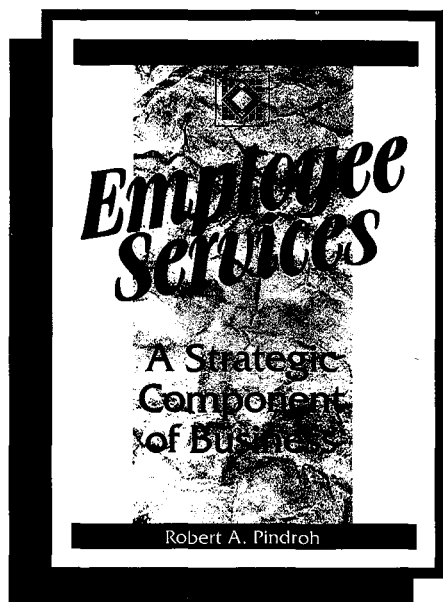
Staffing an employee store is a complicated and often stressful task. Minimize the number of times you must go through the hiring process by using some creativity in the marketing of your job openings. Consider incorporating the input of your coworkers during the hiring process and try flexible scheduling. If you keep your employees appraised of their performance, you will build a team of committed individuals who know they are appreciated and your employee store will flourish. 

This story is excerpted from the book Specialty Shop Retailing: How to Run Your Own Store (New York, John Wiley & Sons) by Carol L. Schroeder. She is the co-owner of Orange Tree Imports, a gift and kitchenware store in Madison, WI. Orange Tree Imports was chosen as one of five Millennium Retailers in the U.S. by Gifts and Decorative Accessories magazine and it was voted "Best In Business" by In Business magazine. Copies of Schroeder's book are available in bookstores, or may be ordered autographed by calling Orange Tree Imports at (888) 245-1860.

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Work/Life Perks To Beat The Rush Hour

By Michael P. Scott



Traffic congestion...longer commute times...road rage. These are among the most widely discussed issues within the workplace today, as employees struggle to deal with the demands of rush hour. You have probably experienced the frustration of being caught in a traffic jam on your way to work, or detained by construction after an exhausting day on the job.

According to a recent *USA Today* article, the average commute now exceeds 35 minutes. Rush hour is so congested that employers are encouraging employees to share rides by offering them free gas, meals and other employee services to reduce stress at work.

It is important to explore solutions to this growing work/life challenge as it affects each of us on many levels:

Productivity—Employees who come to work tired and beaten up as a result of a stressful commute are likely to be less productive on the job. Furthermore, traffic snarls on the way home can take their toll on employees' energy levels and attitude with family.

Morale—Michelle Matt-Yanna, a nationally recognized, best-selling author of *Attitudes: The Choice Is Yours*, reports that the drive or commute time to and from work can have a significant impact on our attitudes and relationships with others. "The driving habits of others can cause frustration, anger, and even our blood pressure to rise," says Matt-Yanna. "We then take it out on co-workers, customers and family."

Late Arrivals—Worker tardiness is often the result of traffic delays.

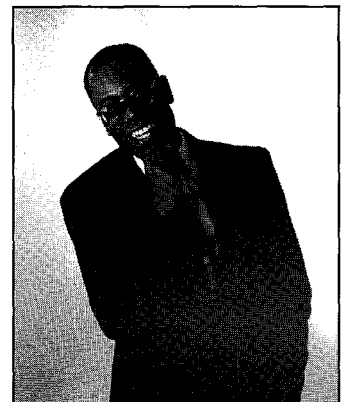
Automobile Accidents—Driver stress and fatigue consistently rank among the major causes of automobile accidents.

Road Rage—Rush hour demands often lead to angry individuals—a likely reason why incidents of road rage and workplace violence continue to rise.

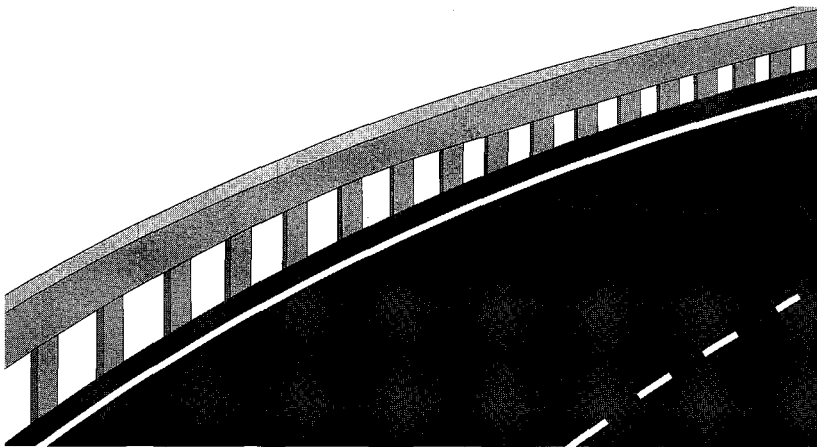
Many companies are recognizing that saving workers time and reducing stress are bottom-line solutions to boosting productivity. Here are some employee services that companies offer their employees to lower their levels of stress on the road:

- ◆ Employees at Hughes Electronics, an El Segundo, CA-based firm, are encouraged to share rides. Those who share rides at least three days a week, for 13 consecutive weeks, will receive a \$75 bonus, preferential parking spaces and the use of a shuttle service or car in the event of an emergency.
- ◆ Beaverton, OR-based Nike provides incentives for ride sharers, such as prizes, raffle tickets and "Nike dollars" to purchase products at the corporate store.
- ◆ John Hancock Mutual Life, Boston, MA, offers workers who share rides a 12 percent discount on parking in the company garage.

While ride share programs go a long way toward reducing the number of vehicles on the road, meaning fewer tired drivers and less road rage, there are other creative employee services that you can implement to reduce the stress of commuting.



Michael P. Scott is a regular columnist for Employee Services Management and has been a frequent speaker at NESRA's Annual Conference & Exhibit, as well as for various chapters nationally. He is the author of the recently released book, Catch Your Balance and Run: Proven Life Management Strategies To Assist You In Today's Fast Paced World (\$14.95 / (800) 804-0709). Contact Michael regarding articles that would be useful in addressing your most pertinent work/life issues at power2u@ix.netcom.com.



- ◆ Consider providing employees with discount vouchers for public transportation.
- ◆ Offer incentives for employees to avoid rush hour, such as complimentary breakfast for early arrivers and take-home dinners for those who leave late. Also, try scheduling childcare and fitness center hours around commute times.

- ◆ Sell books on tape in your employee store as a benefit to those who have long commutes.
- ◆ Implement flexible scheduling arrangements that include options for late-day arrivals or earlier departures.
- ◆ Create virtual office arrangements for those who do not need to work from the office every day.
- ◆ Plan "lunch-and-learn" sessions addressing how to manage anger, stress, fatigue and other issues associated with rush hour.

Conclusion

Road rage is an increasingly prevalent and dangerous aspect of our society, affecting the lives of employees at home and work. Consider implementing these programs to reduce the stress of commuting and attempt to restore some sanity to our roadways.



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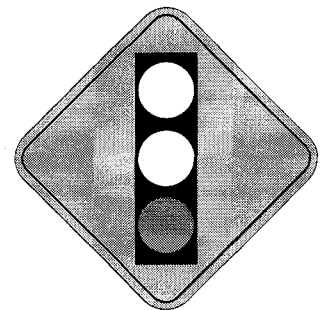
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BUYER'S GUIDE UPDATE

Here's a listing of new National Associate Members. Keep these updates with your complete Buyer's Guide, published in the July, 1999 issue of ESM, or view our updated Buyer's Guide at www.nesra.org.

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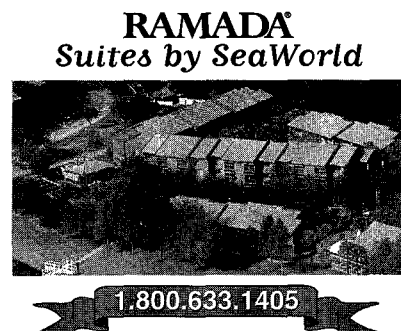
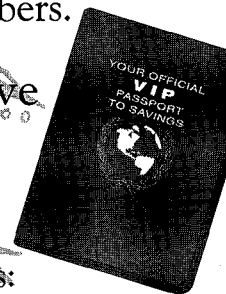
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(Continued from page 48)

- **DSL.** Short for Digital Subscriber Line, this high-speed Internet connection technology is offered by telecommunications companies and competes with cable Internet connections offered



by cable television companies. ASDL, or asymmetrical DSL, is a common version of DSL, and Universal ASDL, or G.lite, is a low-cost version of ASDL.

- **Streaming media.** This describes video and audio from Internet sites that plays without having to download the entire clip. RealNetworks supplies the most popular streaming media software, RealPlayer. You can download it for free at <http://www.real.com/products/player>.

- **Portal.** This is a gateway site to the web, providing links to other sites as well as its own content, such as news, white and yellow-pages directories, e-mail, discussion groups, and shopping. A vortal is a vertical portal, addressing one industry or interest.

- **SSL.** Short for Secure Sockets Layer, this is the leading encryption protocol used by web shopping sites, permitting you to use your credit card online with a great deal of security. Your browser will inform you when you load a page that is SSL secured.

- **MP3.** Short for MPEG Audio Layer 3, with MPEG being short for Moving Pictures Experts Group, this is an audio compression technology

that is threatening the recording industry by making it possible to download high-fidelity music from the web. For more information, visit <http://www.mp3.com>.

Here are three less technical terms you may find useful.

- **Meatspace.** This is where you meet Internet pals in person. It is also known as real life, or RL.

- **Percussive maintenance.** This is the fine art of whacking a computer or other device to get it working again.

- **Offline.** When someone is out of the loop and uninformed, you can say, "Don't ask Bill about the project. He's

completely offline." Still confused? Check out these

free online references about computer and Internet terminology: CMP's

TechEncyclopedia, at <http://www.tech-web.com/encyclopedia>, Computer Currents' High-Tech Dictionary, at <http://www.currents.net/resources/dictionary>,

and UGeek's Technical Glossary, at <http://www.ugeek.com/glossary>.

Finally, Jargon Scout, at <http://tbtf.com/jargon-scout.html>, offers the very latest in information technology neologisms.

Reid Goldsborough is a syndicated columnist and author of the book *Straight Talk About the Information Superhighway*. He can be reached at reidgold@netaxs.com or <http://members.home.net/reidgold>.

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Northeast Region

National Director

Quintin Cary, CESRA,
(703) 697-3816
FAX (703) 693-7311

Regional Director

Marci Kinnin, CESRA,
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Maryland NESRA/

Baltimore, Maryland.
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Regional Director

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Midwest Region

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Mary Daniels,
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The Name Of The Game Is J A R G O N

By Reid Goldsborough



According to an old Chinese proverb, "The beginning of wisdom is to call things by their right names." This is a tall order indeed in the world of personal computers and the Internet, where new words seem to sprout as frequently as virus reports about computer software. One problem with information-technology jargon, like all jargon, is that in trying to condense or replace longwinded expressions with short-handed acronyms, words, and phrases, it often merely confuses people. Do you remember your re-action when you first came across WYSIWYG? This acronym, pronounced wizzy-wig, stands for What You See Is What You Get; and it means that the text and graphics you see on the computer screen will closely match the output you get on the printed page. For the uninitiated, it required an explanation such as this, which wasn't always provided.

Many people remain confused by jargon, and it thus serves to separate insiders from outsiders, newbies from the digerati. Since knowledge is power, if you fail to catch on, you risk being left behind. You can't walk the walk unless you talk the talk.

The following are 10 buzz-words you need to know to be considered computer literate today, according to Alan Freedman, author of *Computer Desktop Encyclopedia*, *Computer Glossary*, and *Internet Glossary and*

Quick Reference Guide, and perhaps the most noted computer lexicographer in the country.

- **FireWire.** This high-speed method for connecting digital camcorders and other peripherals to a computer is generically called IEEE 1394, as the name FireWire is trademarked by Apple. Sony's name is i.Link. 1394-ready peripherals are expected to arrive on the market in quantity later this year.

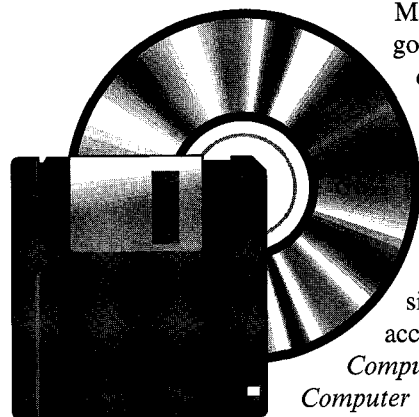
- **USB.** Short for Universal Serial Bus, this is a slower version of FireWire but is still faster than earlier serial and parallel connections. As with FireWire peripherals but unlike with earlier models, you can swap USB printers, scanners and other devices without having to turn off your PC.

- **DVD-RAM.** Short for Digital Versatile Disc-Random Access Memory, these high-capacity optical discs let you write, delete and rewrite information to them. DVD-R (Recordable) discs let you write to them only once, while DVD-ROM (Read-Only Memory) discs can only be read.

- **Megapixel.** This refers to a million pixels, or picture elements, and is commonly used to describe the capacity of mid-range digital cameras.

- **XML.** Short for Extensible Markup Language, this will be the successor to HTML, or Hypertext Markup Language, the lingua franca of the web today. XML will make it easier to find information on the web.

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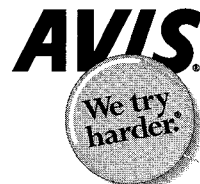


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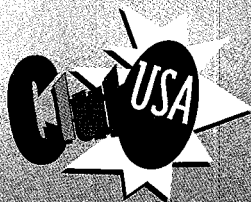


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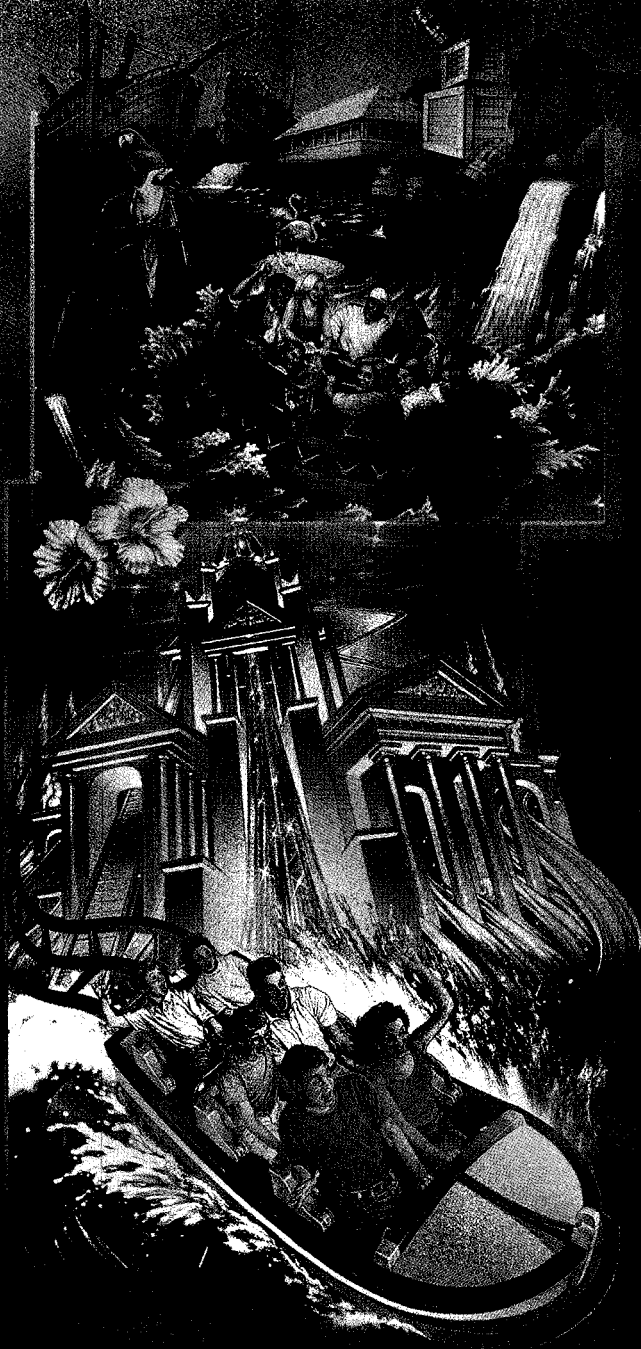
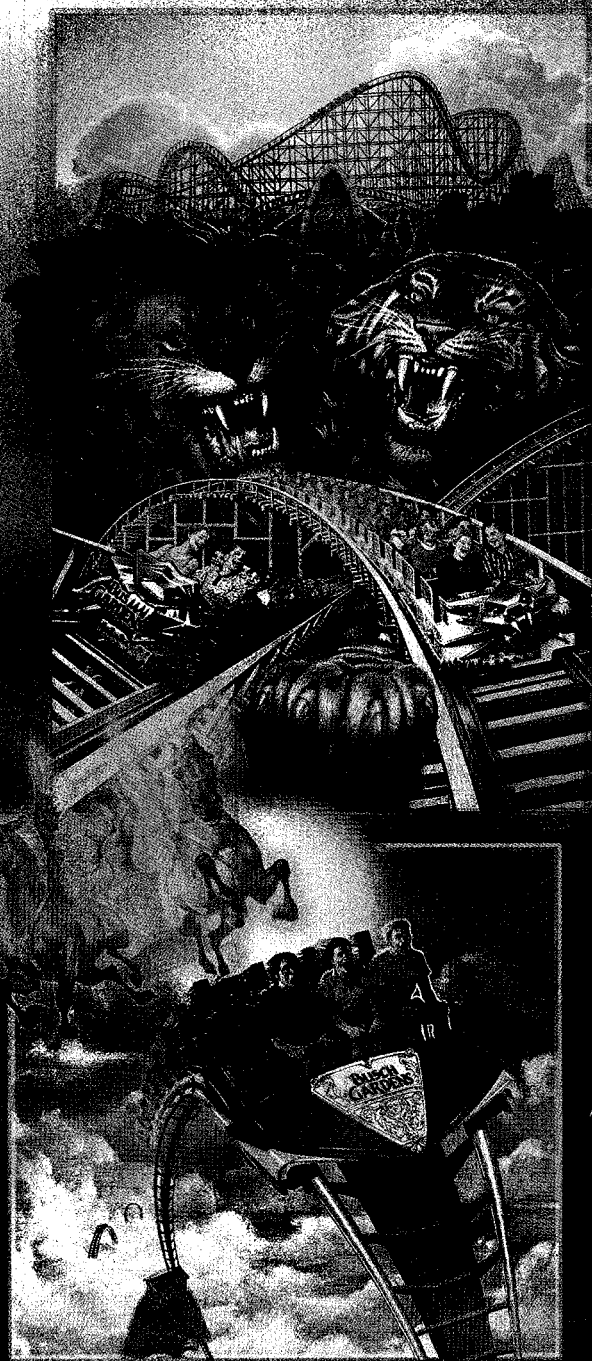
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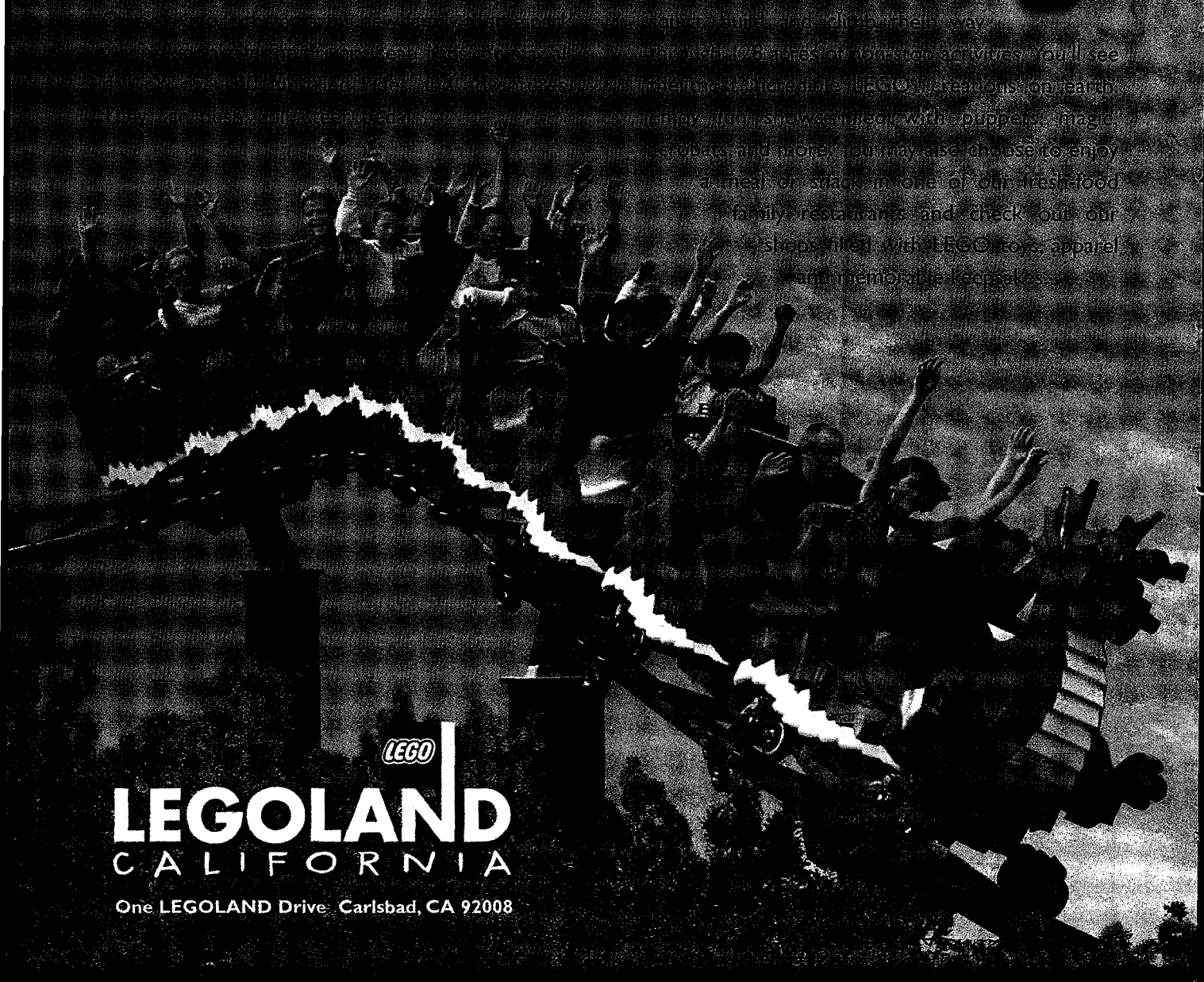
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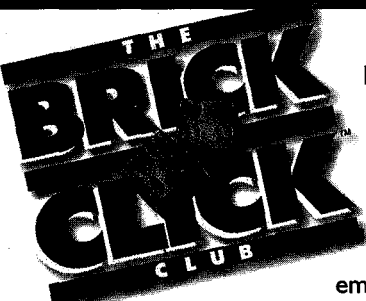
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Destinations in California is one of a series of vacation destination supplements designed to make it easier for NESRA members, employees, and retirees to identify travel-related opportunities and discounts. We are featuring the Golden State because California has been identified in NESRA surveys for many years as one of the most popular destination spots..

This guide identifies several destination regions to make it easier for the reader to plan accommodations, recreational activities, attractions and historical and cultural experiences. We have included an alphabetical listing of local Convention & Visitors Bureaus on page 14 where you can acquire visitor information, transportation options, promotion materials, group discounts, and tour planning assistance. Additionally, specific properties and attractions are highlighted.

Thank you for choosing Destinations in California as your traveling companion. You can take advantage of the enclosed reply card to acquire additional copies for distribution to your corporate employees. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280.

With best regards,



Patrick Stinson
Publisher

Welcome to Destinations in California

Destinations in California, published September 1999 as a supplement to *Employee Services Management* by National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, IL 60523-2371, 630-368-1280.



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Statewide Travel Tips

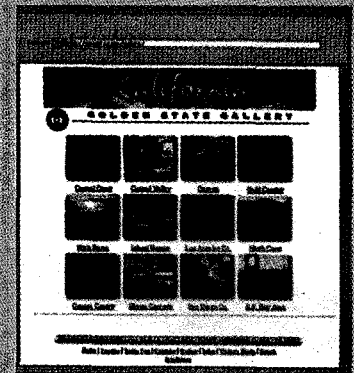
Who's Using California's Web Site?

<http://gocalif.ca.gov>

Use of the Internet to find travel information or to make travel arrangements continues to grow by leaps and bounds. According to Travel Industry Association of America, "In 1998, 33.8 million travelers used the Internet for travel planning, up from 11.7 million in 1997 and 3.1 million in 1996. Among those who are online, one-half of all travelers (48%) and one-half of frequent travelers (51%) consulted the Internet in 1998 to get information on destinations or to check prices or schedules." California's tourist web site usage has grown in the same incredible fashion.

Who are the CalTour's web site users? A series of surveys conducted over the past year and a half provided a portrait of the user.

- Two-thirds (65-70%) have traveled in California before.
- 75% are not California residents.
- Over 70% plan to travel to or through California within 6 months of their use of the web site, half of those within 3 months.
- California is the first choice state to visit of 65.5% of web site users, and the second choice of 14.5% of users.
- The majority of web site users are planning a family vacation (61.7%). Visiting friends and relatives (16.7%) is the next most popular reason for using the site.
- 64.9% plan to travel by plane on their trips, 43.2% plan to drive.
- In response to the question "What type of activities are you interested in participating in on your trip?" 78.8% indicated visit attractions, 73.7% nature activities, 52.6% cultural activities, 52.6% general sightseeing, 36.8% play sports, 35.1% visiting friends and relatives and 33% night life. The most common phrases used to search for CalTour's sites are: California tourism, California, California travel and California maps. The top search engines to refer to CalTour's site are: AltaVista, Yahoo, Lycos, Excite and AOL NetFind.

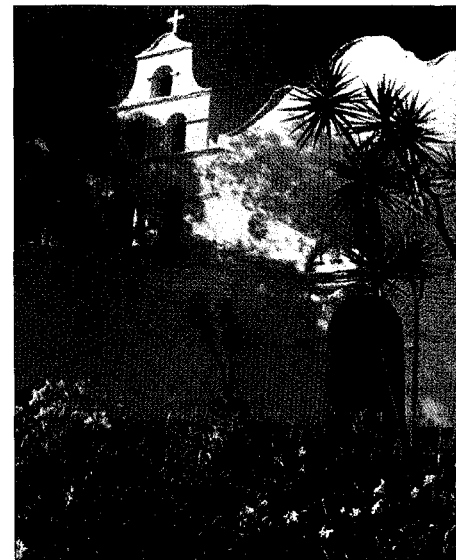


California Fun Spots Bargains

Eight of California's best Fun Spots are offering an entire vacation's worth of benefits with the California Fun Spots Card attached to the 1999 *California Official State Visitors Guide*.

You and your family can receive special savings or value-added features when you visit any of these great attractions: Disneyland, Universal Studios Hollywood, The San Diego Zoo, Marine World Africa USA, SeaWorld, Knott's Berry Farm, The San Diego Wild Animal Park, and Monterey Bay Aquarium.

To take advantage of these special offers, simply remove the California Fun Spots Card from the 1999 *California Official State Visitors Guide*, sign it, and present it along with a photo identification at any or all of the eight Fun Spots listed on the card. Valid through March 31, 2000. For a free *Visitors Guide* and Fun Spots Card contact: California Division of Tourism, P.O. Box 1499, Sacramento, CA 95812; telephone 800-GO-CALIF; internet <http://gocalif.ca.gov>.



California Div. of Tourism

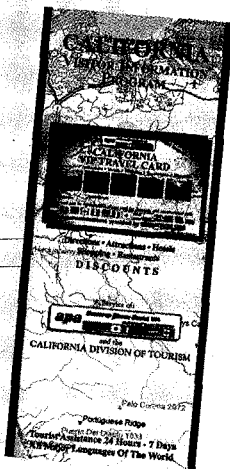
Language Assistance and Discounts For Travelers

CalTour has launched a new Visitor Information Program to provide travelers with convenience and peace of mind while traveling in California. The program, in cooperation with AMEUROP Phone Assist, provides a wealth of services that help visitors before and during a trip.

Before traveling, a special web site of AMEUROP's (www.ameurop.net) offers travelers information on shopping, attractions, car rentals, restaurants, and accommodations to make trip planning easier.

While in California, a multi-lingual telephone operator is available 24-hours a day to assist travelers with directions, road conditions, destination information, crisis assistance and more, in over 100 languages. Visitors can call 1-888-871-4636 (1-888-US1-INFO) toll free to take advantage of the service.

A brochure that describes the service and includes a discount card identifying special offers or incentives is available now to the consumer at California Welcome Centers, or by faxing a request to CalTour's office at 916-322-3402, attention: VIP brochure.



Top Ten National Parks in California

(Based on 1998 visitations)

1. Golden Gate National Recreation Area
2. Yosemite National Park
3. Point Reyes National Seashore
4. Joshua Tree National Park
5. Death Valley National Park
6. Sequoia National Park
7. Whiskeytown-Shasta Trinity National Recreation Area
8. Channel Islands National Park
9. Santa Monica Mountains National Recreation Area
10. Redwood National Park

The National Park service has a new reservation service. You can book a campsite up to three months in advance, as of the 15th of any given month, first come, first served. For Yosemite, call 800-436-7275; for 21 other parks and seashores, 800-365-2267.

For more information, visit www.nps.gov

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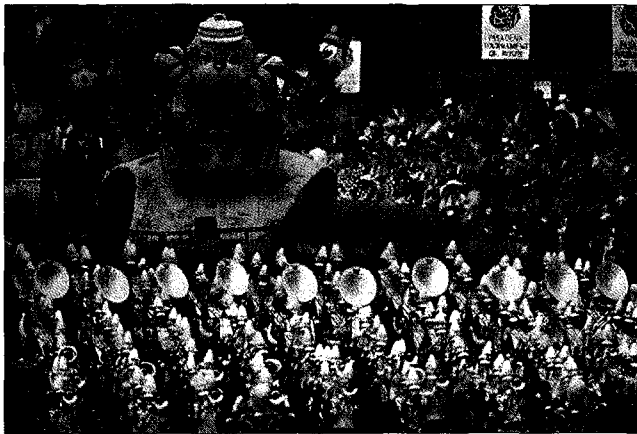
Regional Travel Tips

San Francisco Bay Area

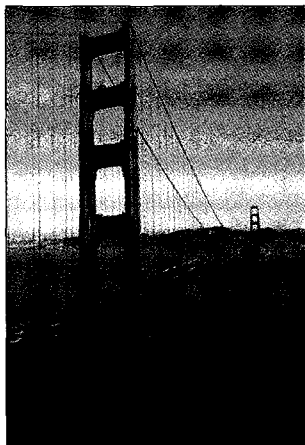
Frogs Featured at The Exploratorium

The Exploratorium is featuring a new exhibit, *Frogs*, which blends the perception of frogs and frog-related arts and artifacts with scientific information about these strange, sometimes exotic creatures. Highlights of the exhibit in San Francisco are 75 frogs and toads representing 20 different species from around the world including tiny cricket frogs, African clawed frogs and fire-bellied toads. Giant tubs of frogs and toads allow visitors to explore common frogs up close and watch tadpoles in various stages of development in the Tadpole Tank. Visitors are able to make a transition into the world of frogs, complete with rain, flowing water and the calls of individual frogs. Frogs will be hopping at Exploratorium through February 6, 2000.

For information, call 415-561-0307. Internet: <http://www.exploratorium.edu>



California Div. of Tourism



California Div. of Tourism

Los Angeles Area

Gift Shop at L.A. Coroners Office

The Los Angeles County Department of Coroner has a gift shop named *Skeletons in the Closet*. If you're looking for an unusual present to bring to family and friends, this is the place. Perhaps a T-shirt, beach towel or tank top with a chalk outline of a body on it. Or how about a marble coffee mug with a Sherlock Holmes look-alike peering through a huge magnifying glass?

All proceeds from the gift shop are donated to the department's Youthful Drunk Driver Visitation Program.

The giftshop is open from 8 a.m. to 4:30 p.m., Monday through Friday. For information, call 213-343-0760.

San Francisco Bay Area

Tubby Turndown On Union Square

Our search for unusual hotel services brings us to the Teletubby Turndown at the Commodore Hotel in San Francisco. This Union Square hotel offers a Teletubby Turndown package at \$105 per night that includes a Tinky Winky, Po, Laa-Laa, or Dipsy doll in lieu of fattening chocolate.

For details, call 800-338-6848.

San Diego Area

Exotic Birds and Tropical Plants at San Diego Zoo

Two exciting exhibits at the San Diego Zoo — the *Ituri Forest* and the *Rain Forest Aviary* — opened in May. The *Ituri Forest* is a two-acre mysterious central African rain forest where adventurers will cross winding paths with powerful water buffalo, huge hippos, playful spot-necked otters, and a variety of colorful birds and acrobatic monkeys. In addition, a cultural exhibition about the Mbuti people who live in the *Ituri Forest*, will be featured. The *Rain Forest Aviary* will be one of the world's largest walk-through avian centers. Guests will journey through a dense, southeast Asian jungle, filled with the sights and sounds of more than 50 species of exotic and endangered birds in an environment of waterfalls and tropical plants.

For information, call 619-231-1515.

San Francisco Bay Area

Kids Can Create Own Movie Animation

Forger clay-on stick figures on a flat surface and save and to create their own movie animation. They can do it at Aetna, San Francisco's new art and technology center for children and teens, which debuted in the Yerba Buena Gardens area, south of Union Square and Market Street. There, budding animators sketch characters on an erasable easel, build clay figures, and use a video camera to shoot a sequence of individual frames, changing the object's position ever so slightly. The result is 10- to 20-second animated cartoon.

For information, call 415-777-2800.



California Div. of Tourism

Central Coast

New Evening Tour at Hearst Castle

A presentation in collaboration with the National Geographic Theater at San Simeon's Hearst Castle is part of a new, permanent evening tour. Visitors are able to experience evening reflections from a past era with a living history program that emphasizes the lifestyle of the 1930s during the great estate's heyday. To begin the tour, National Geographic Theater presents a 40-minute film, *Building the Dream*, which details the conception and building of the castle as well as what life was like there. The evening progresses through the main house, Casa Grande, from the theater to the indoor Roman pool. A walk over blue and gold glass tiles through glowing alabaster light will leave a lasting memory of bygone nights on what Hearst called "The Enchanted Hill."

For information, call 800-444-4445 or 805-927-2000.

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1-877-202-8814
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*Discount varies by location and time of year. Cannot be used in conjunction with other discounts. Not applicable to groups. Blackout dates may apply.

San Diego Area

Encounter SeaWorld's Shipwreck Rapids

SeaWorld's newest attraction, *Shipwreck Rapids*, opened in May. *Shipwreck Rapids* will transform visitors into island castaways who journey on raft-like innertubes in hopes of returning to civilization. Curious creatures and long-lost castaways appear out of nowhere and during their quest, passengers encounter raging rapids, roaring waterfalls, sunbathing sea turtles, a near collision with a ship's propeller, and a dark, forbidding tunnel that guides the lost travelers through the interior of a ship's hissing engine room. For information, call 619-226-3901.

Los Angeles Area

Terminator 2 Opens at Universal Studios Hollywood

Universal Studios Hollywood offers a futuristic film-based attraction created by Oscar-winning director James Cameron. *Terminator 2: 3-D* combines thrilling live action stunts with digital imaging technology. Projection onto the world's largest 3-D screen will give viewers the effect of a virtual adventure experience. Tourists will be consumed by intense peripheral experience that seamlessly blurs the lines of reality and fantasy while watching the 12-minute original film which is a sequel to "Terminator 2: Judgement Day."

For information, call 818-622-3801.

Los Angeles Area

Slide Thrills at Raging Waters

New to the largest water theme park west of the Mississippi River this summer is *The Wedge* — Southern California's only extreme uphill slide. *The Wedge* allows one, two, or three riders to board inner tubes frontwards, backwards, or sideways for an adrenaline-rushing ride that actually goes uphill. After starting over the edge of the 50-foot tower, riders are hurled down a slippery vertical drop, only to be propelled up to the opposite edge and back up to eight times, at speeds up to 40 miles per hour. Set 100 feet above Raging Rivers, the ride creates the feeling of zero gravity.

For information, call 909-802-2200. Internet: <http://www.ragingwaters.net>



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California Div. of Tourism

San Francisco Bay Area

Black Diamond Mines Open To Public

From the 1860s through the turn of the century, nearly four million tons of coal (black diamonds) were removed from the earth from the Black Diamond Mines — the largest coal mining operation in California. In early March, the East Bay Regional Park District opened the mines to the public, after a ten-year closure. Located in the foothills of Mount Diablo near Antioch, the mines are a labyrinth of tunnels and caves, where visitors can participate in tours along mining car tracks while guides explain how the mines were blasted back in the 1860s.

For information, call 925-757-2620. Internet: <http://www.ebnparks.org/parks/black.htm>

*Subject to availability; no other discounts apply; not valid for groups; excludes holidays and special event dates; expires 12/28/99. Mention NESRA ad for discount!

Desert Resorts

Palm Springs Tramway Makeover

The Palm Springs Aerial Tramway already has the distinction of being the largest vertical cable rise in the U.S., and the second largest in the world. The view is about to get even better. The 35-year old attraction is getting a makeover that includes the first circular tram cars in North America. The "cabins" will feature revolving floors and give riders a 360-degree view of their ascent from the Sonoran desert to the alpine wilderness.

For information, call 888-515-TRAM.



California Div. of Tourism

Los Angeles Area

Ghostrider Thrills Riders at Knott's Berry Farm

The tallest, longest and most massive wooden roller coaster this side of the Mississippi opened this year at Knott's Berry Farm. The 4,533-foot long *Ghostrider* looms 118 feet over historic Ghost Town and will thrill riders with more than two minutes of harrowing drops, sudden dips and speeds up to 56 miles per hour. Seated in gold, silver and copper mining cars, riders shoot out of a mysterious mine on their way to a white-knuckled 108-foot banked drop. In between hair splitting dips and turns, riders are treated to an unparalleled view of the park and north Orange County as the sprawling track boldly goes where no Knott's rides has ever gone before.

For information, call 714-220-5200.
Internet: <http://www.knotts.com>

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Tucson (Catalina Foothills) Arizona
800-554-4535 • FAX 520-297-2935

San Francisco Bay Area

Maxflight Cybercoaster at Santa Cruz Beach

Whether you prefer a lot of corkscrews or opt for a couple of loops, a new coaster at the Santa Cruz Beach Boardwalk puts thrills virtually at guests' fingertips. *Maxflight Cybercoaster* is the first programmable virtual roller coaster in Northern California. Riders enter their choice of thrills in a computer and then hop into a two-person pod that does all the rest. The pod itself loops and rolls up to 12 feet into the air as passengers experience their own unique ride, watching a 58-inch high-resolution screen that projects a colorful coaster track complete with the surround sound of excited screams and rumbling moves of the coaster.

For information, call 831-426-7433.

Desert Resorts

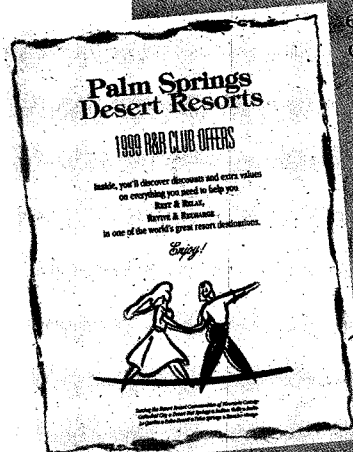
Special Rates for Summertime R&R in the Palm Springs Desert Resorts

Rest and relaxation are the real deal in Palm Springs Desert Resorts. Savvy travelers have already discovered the desert's best kept secret — that summertime is the right time to experience this world-class destination at value prices.

What else is there to do in the Palm Springs Desert Resorts this summer besides keep cool in one of 30,000 swimming pools? Plenty. Special rates are in place for golf, shopping, dining and leisure activities. Even hotel rates are relaxed — from 50-70% between June and September.

The hottest ticket in town is the Palm Springs R&R Club brochure, which details over 100 summer value offers from desert resorts. R&R is about reduced rates at resorts and restaurants on retail and recreation.

To receive your Vacation Planner and an R&R Club brochure, call the Palm Springs Desert Resorts Convention and Visitors Bureau at 800-41-RELAX or check the web site at www.desert-resorts.com.



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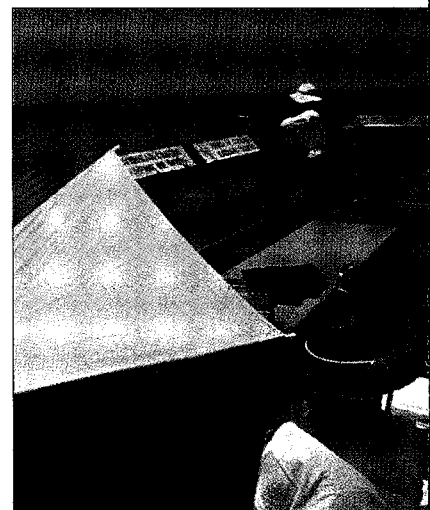
4700 Western Heritage Way, Los Angeles, CA,
in Griffith Park Tuesday - Sunday, 10 a.m. to
5 p.m. (323) 667-2000 Free parking.

San Francisco Bay Area

Forbes Island

Just a stone's throw away from the city, Forbes Island — was named the winner of an award offered at over 30. The island features live palm trees, a sandy beach, a waterfall and a thatched Tahitian Room. A 40-foot lighthouse complete with an observation deck allows visitors to enjoy panoramic and magnificent unparalleled San Francisco Bay views. A winding path leads to a 100-foot-long island. A self-propelled motor vehicle, Forbes Island's first, is the island's main attraction. It was inspired to build this fantasy island because of his fascination with Jules Verne's 20,000 Leagues Under the Sea.

For information, call 415-705-3500.



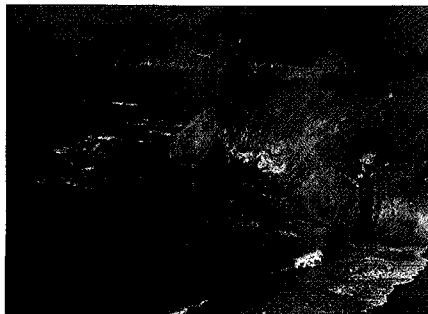
California Div. of Tourism

Gold Country

Solano's Gold Exhibit at Vacaville Museum

The Vacaville Museum currently features an exhibition documenting the rich agricultural tradition of the Solano County orchard industry. *Solano's Gold: The People and Their Orchards*, uses the words and images of local ranchers who remember or still participate in the agricultural way of life. *Solano's Gold* stresses the fact that the majority of people who came to California during the Gold Rush did not find wealth in gold, but rather agriculture. Through the exhibit, the rich soils, ideal climate, and pioneering spirit of the ranching families of Solano County are highlighted as vital components to the past and present agricultural riches of the area. *Solano's Gold* will be featured through January 16, 2000.

For information, call 707-447-4513.



California Div. of Tourism

Central Coast Area

See Panoramic View of Pacific Aboard Amtrak Coast Starlight

Recapture the golden days of rail travel aboard Amtrak's new bi-level Pacific Parlour Cars. Exclusively for sleeping guests traveling on the Coast Starlight from Los Angeles to Seattle, the modified Heritage lounge cars have been modernized with luxurious first class amenities. Guests are treated to a full-service complimentary beverage bar, buffet-style snack service, complimentary wine and on-board entertainers from magicians to comedians. It also features a mini-theater with theater-style chairs and surround sound; a Kiddie Kar complete with children's movies, books and games; a Sightseer Lounge boasting panoramic views of the coastline and mountains; and a library. In addition, the cars are outfitted with plush chairs, lustrous wood paneling, rose-colored curtains, fine tableware and linens, and fresh flowers. Coach class seating has also been renovated to offer passengers spacious reclining seats with folding leg rests and panoramic windows.

For information, call 800-872-7245. Internet: <http://www.amtrak.com>

San Diego Area

Kid-Powered Fun at LEGOLAND®

The first LEGOLAND® Park in the United States opened in Carlsbad in March. The family theme park features 40 rides and attractions including Miniland — a collection of 1,000 buildings and famous landmarks built with 20 million LEGO® bricks. Miniland features 1:20 scale landmarks from San Francisco, Los Angeles, Washington, DC, New York City and other spots complete with miniature living landscapes. To add to the fun, the cities light up at night and are fully animated with cars, trains, people and sounds. Most of the unique park's attractions are somehow "kid-powered" whether it's peddling a monorail to make it go faster on its electric track or stomping on colored tiles beside a fountain to produce a musical tone and a spurt of water. The sole focus of LEGOLAND® Park is to provide fun, interactive and educational experiences for children between the ages of 2 and 12 and their families. Only a half-mile from the ocean, the LEGOLAND® Park site is located just east of the Carlsbad Flower Fields.

For information, call 760-918-5346. Internet: <http://www.legoland.com>



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2. Explore Unique Museums – Absolutely free: California Science Center (213-744-7400); the J. Paul Getty Museum at Getty Center (parking reservations are required, 310-440-7300); California Afro-American Museum (213-744-7432); Wells Fargo History Museum (213-253-7166); Cabrillo Marine Aquarium (310-548-7562); Travel Town Museum (213-662-9678). **Other Museums have free admission days:** LA County National History Museum (free first Tuesday of each month, 213-763-3466); Museum of Contemporary Art (free every Thursday after 5 pm, 213-626-6222); LA County Museum of Art (free second Tuesday of each month, 213-857-6111); Pacific Asian Museum (free third Saturday of each month, 213-449-2742).

3. Wander Around Griffith Park. There's lots to see and do at this 4,107-acre park, one of the nation's largest. Facilities include 28 tennis courts, many picnic and sports areas and miles of horseback and hiking trails. Discover the Griffith Park Observatory with its planetarium theater, and Travel Town, a one-of-a-kind vehicular museum with locomotives and breathtaking views of the city. Other park features include: the LA Equestrian Center, and for a nominal fee, the merry-go-round, pony rides and train rides. For information, call 213-665-5188.

4. Walk Among the Stars. More than 2,000 Hollywood legends have been immortalized since 1958 in the terrazzo-and-brass stars of the Hollywood Walk of Fame. Stretching along Hollywood Boulevard from Gower Street to Sycamore Avenue and along Vine Street from Yucca to Sunset Boulevard, this famous walkway is a favorite Hollywood attraction. Among the stars most frequently sought out are Marilyn Monroe at 1644 Hollywood Boulevard; James Dean at 1719 Vine Street; John Lennon at 1750 Vine Street and Elvis Presley at 6777 Hollywood Boulevard. Many stars have also left their signatures, hand-and foot-prints in the forecourt of Mann's Chinese Theater, creating the world's largest autograph album. Contact: Hollywood Chamber of Commerce at 213-469-8311.

5. Take a Look at the Past. Come see where LA began at El Pueblo de LA Historic Park. Here you'll find a num-

ber of restored historical buildings including Avila Adobe, the oldest existing house in LA, the Old Plaza Church, the Old Plaza Firehouse and more. The Park is also the home of a colorful Mexican marketplace where visitors may shop, listen to lively Mexican music, watch folklore dances or dine at several restaurants. Contact: 213-628-1274.

6. Listen to the Beat of a Different Drum. Downtown's California Plaza presents special free concerts at noon and on selected evenings. Each season's schedule offers musical performances of every variety — including classical, world music and theatrical numbers. For schedule information, call 213-687-2159.

7. Travel Without a Passport. LA's mini-nations enhance the culture and character of this international city. Meet the people and enjoy the foods, arts, music and crafts of Mexico, China and a dozen other cultures in LA. Downtown's Olvera Street (213-628-4349), Little Tokyo (213-620-0570) and Chinatown (213-617-0396) are just some of the ethnic enclaves that invite you to explore. For a more Kosher experience, head over to Fairfax Avenue and browse the boutiques, produce stands and galleries at Farmers Market. Call 213-933-9211.

8. Watch TV Live. Be a part of a studio audience on your favorite television show. You may write for tickets in advance or pick them up in person, since free tickets are available at some studio complexes. Remember, tickets and seating for shows are on a first come, first served basis. Most shows have a minimum age requirement of 14. For information contact: Paramount Television Audience Shows (213-956-1777); Audience Unlimited at Fox Television Center (818-506-0043); Audience Associations (213-467-4697). Free tickets are also available outside Mann's Chinese Theater in Hollywood, Universal Studios Hollywood and Glendale Galleria. The LA Convention & Visitors Bureau's Visitor Information Center in Hollywood and Downtown LA also have tickets.

9. Discover Fossil Fun. The La Brea Tar Pits in Hancock Park are the site of the richest discovery of the Ice Age fossils that the world has ever known. More than 100 tons of fossilized bones representing nearly 400 species of mammals, birds, reptiles, and fish have been unearthed from pools of sticky asphalt dating back to prehistoric times. Located at 5801 Wilshire Boulevard, next door to the LA County Museum of Art. For Tar Pit information, call 213-936-2230.

10. Relax on LA's own "Riviera." Everyone has heard of the French Riviera, but not everyone knows that LA has a "Riviera" of its own — Marina del Rey. The largest man-made small craft harbor in the world, Marina del Rey is home to 6,000 in-the-water private yachts. The harbor offers spectacular views and many outdoor activities, including jogging, roller skating, bicycling or just relaxing in the park. Contact Marina del Rey Visitor's Information Center: 310-305-9547.



California Div. of Tourism

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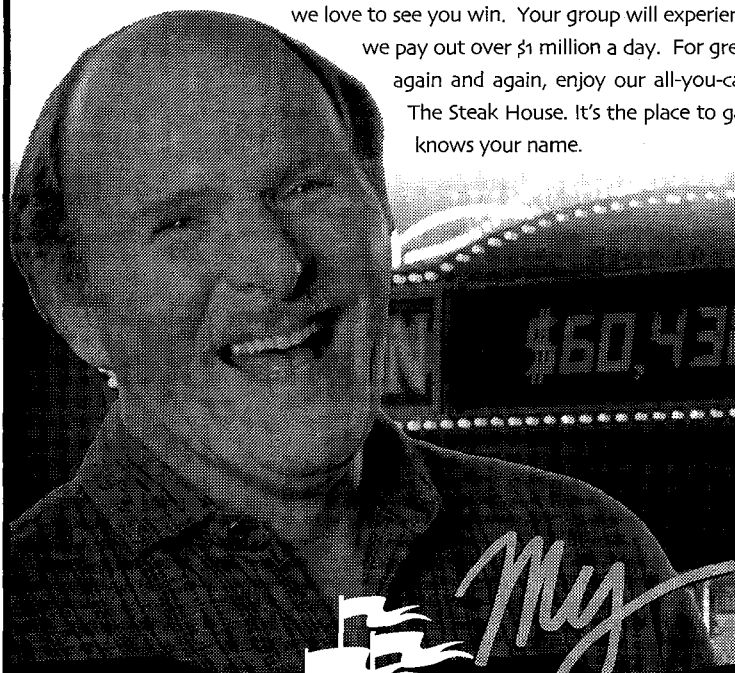
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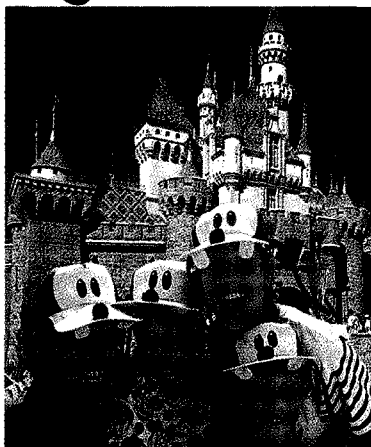
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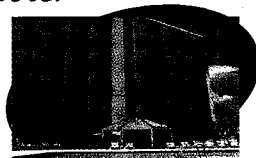
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EMPLOYEE SERVICES

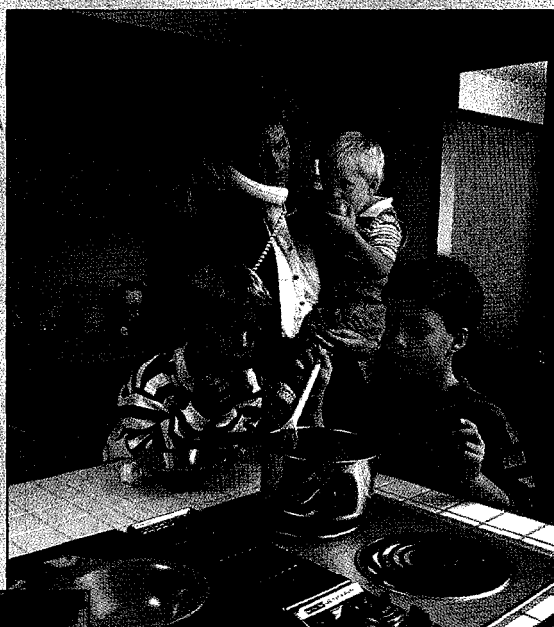
M A N A G E M E N T

PUBLISHED BY THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION

October 1999

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- Q.** What is everyone doing for Take Our Daughters to Work Day?
- Q.** I'm trying to make my employee services department more of an electronic self-serve operation. How do other NESRA members present their websites to employees?

These are just some of the questions presented and answered by NESRA Headquarters and NESRA peers through the NESRA E-mail Service.

If you want to be on the list to receive answers to these questions and to ask your own questions via e-mail, plus receive announcements of special promotions from NESRA website sponsors, complete the attached form.

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EMPLOYEE SERVICES

M A N A G E M E N T

PUBLISHED BY THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION

October 1999

Vol. 42, NO. 9

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Dependent care issues are plaguing employees nationwide, lowering productivity levels and increasing absenteeism rates. Discover an array of community resources and employee services you can implement to assist employees with these issues.

By Beth S. Offenbacher and Stacy A. Puskas

20 Controlling Anger in the Workplace

Nowadays, it doesn't take much to push an employee over the edge. Learn how to manage angry employees by identifying the warning signs of anger and defusing negative thoughts before an outburst occurs.

By Eileen O. Brownell

24 Advertise Your Company as an Employer of Choice by Promoting Your Employee Services Department

You've built a well-rounded employee services program. Now it's time to get the word out! Learn how to promote your services by creating alliances with departments throughout your organization.

By Amy Berger

28 Conducting a Needs Assessment Survey

Employee participation determines the success of your employee services programs. Learn how to measure the use of your facilities, attitudes of your employees, areas for improvement and more with a needs assessment survey.

By James A. Busser, Ph.D.

Increasing Participation

By Renee M. Mula

Our programs are only as successful as the number of employees participating in them. So, what's the best approach to getting the word out about employee services? Well, actually there are several approaches. To best serve employees, employee services providers must constantly evaluate their programs and policies, and periodically look for ways to enhance their services. This month's issue of *Employee Services Management* offers several opportunities for enhancing your programs. Here's an overview of what's inside.

In order to increase participation, you must keep abreast of your employees' needs. Turn to page 28 to find out if your programs are satisfying your employees' needs in "Conducting a Needs Assessment Survey," by James A. Busser, Ph.D. Busser walks us through structuring survey questions, following research methods for collecting data, implementing the survey process, and developing an assessment report.

Once you've documented your employees' needs, it's time to enhance your programs and services. Turn to page 16 to discover different resources for helping employees with dependent care issues in "Eldercare and Childcare Needs Challenge Workers," by Beth S. Offenbacker and Stacy A. Puskar. Tap into community resources and choose the services that best fit your company's corporate culture. Note: this article also mentions several statistics you can use to justify your dependent care programs to management.

As employee services providers, it's our job to boost morale and unite employees. However, no companies are immune to anger and violence in the workplace. Read "Controlling Anger in the Workplace," by Eileen O. Brownell, page 20, and learn how to implement programs to defuse and prevent anger in the workplace.

You've measured your employees' needs and improved your programs. Now, you must get the word out! Put on your public relations hat and turn to page 24 for "Advertise Your Company as an Employer of Choice by Promoting Your Employee Services Department," by Amy Berger. Discover how to promote your services by creating alliances that will maximize your department's exposure.

Hopefully, at this point, you've found your topics of interest. Now, just take a peak inside, choose the services that best fit your company's corporate culture and start spreading the news. You'll be well on your way to increasing the participation of your employee services programs. Good luck!

If you are interested in writing an article for ESM, call Renee Mula at (630) 368-1280 or e-mail reneeemula@nesra.org

Publisher

PATRICK B. STINSON

Director of Communications

CYNTHIA M. HELSON

Editor

RENEE M. MULA

Designer

DALE DODSON

Proofreader

VICKI D. SEBELA

Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd.
Solon, OH 44139
(800) 335-7500 (440) 349-3353
Fax (440) 349-3447
E-Mail: bashian@idt.net

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.
Solon, OH 44139
(440) 498-9297
Fax (440) 498-9298
E-Mail: abvsales@aol.com

ROBERT H. KRUHM

Box 234
Fulton, MD 20759
(301) 924-4473
Fax (301) 854-2464
E-Mail: rhkruhm@mindspring.com

Editorial Advisory Board

JOSEPH J. BANNON, Ph.D.

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NESRA Headquarters

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Oak Brook, IL
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nesrahq@nesra.org

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See page 9 to register

"Diversity without unity makes about as much sense as dishing up flour, sugar, water, eggs, shortening, and baking powder on a plate and calling it cake."

C. William Pollard, author of The Soul of the Firm

Athletic Shoe Sales Down

Athletic footwear sales in the U.S. declined six percent in pairs sold and dollars spent in 1998, the most severe decline since 1992, according to the NPD Group for the Athletic Footwear Association. Although the industry as a whole is struggling, companies targeting teenagers and young adults continue to grow.

Running shoes surpassed basketball shoes as the most popular athletic style in 1998. The most popular shoes sold were running and retro or classic styles.

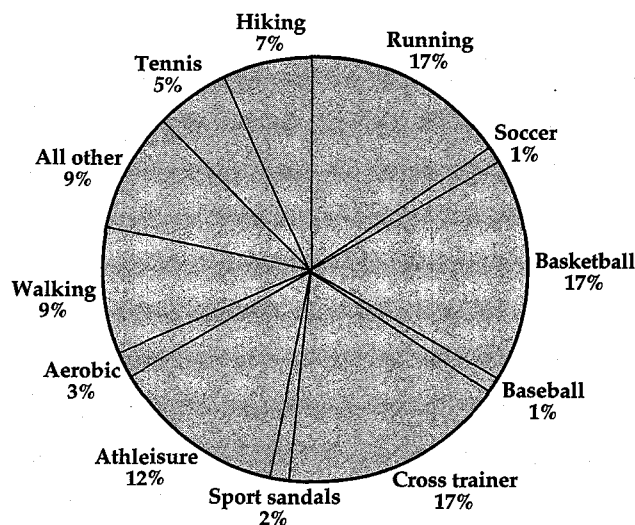
Athletic shoe manufacturers are finding two specific reasons for the decline in sales. First, it is difficult to reach members of Generation Y (born from 1979-1994),

who do not respond to the same stimuli as Generation X or baby boomers. Secondly, the trend toward casual dress in the workplace has prompted many consumers to buy casual "brown" shoes for the office instead of their usual purchases of athletic shoes.

The number of athletic pairs sold totaled 325.4 million in 1998, down from 346.6 million in 1997. Dollar sales were \$13.8 billion in 1998, down from \$14.7 billion in 1997. The average price per pair remains fairly steady, at just over \$42. The prices of men's and junior's styles are slightly lower, while women's and infants' styles slightly rose in price.

Continued on page 6

The 1998 Athletic Footwear Market By Category
(Based on retail spending of \$13.8 billion)



Source: Athletic Footwear Association

Ideas for the Employee Services Provider

KEYNOTES

Athletic Shoe Sales

Continued from page 5

Retail spending on athletic footwear is shifting toward an older market, as buyers age 35-plus account for 42 percent of money spent in 1998, up from 34 percent in 1992. The biggest growth areas in 1998 were hiking shoes (up 13 percent from 1997) and several others including golf, football, volleyball, and racquetball (each up 11 percent). Meanwhile, basketball shoe sales were down 22 percent, baseball/softball shoe sales were down 19 percent, sport sandal sales were down 18 percent and tennis shoe sales were down 13 percent.

Almost 55 percent of consumers use their athletic footwear as casual wear. About 27 percent use them for sports activities while 17 percent wear them for walking as exercise.

Consumers purchase more athletic shoes in department stores (21 percent in 1998, down from

22 percent in 1996) than anywhere else, followed closely by athletic shoe stores (21 percent in 1998, up from 20 percent in 1996). Over 14 percent buy athletic footwear at discount stores; over 13 percent shop at sporting goods stores; and just over eight percent buy from family shoe stores.

Brand name shoes are still consumers' choice, with over 79 percent of brand name units purchased and almost 88 percent of dollars spent on branded merchandise. On the other hand, unbranded shoe sales are up with just under 15 percent of pairs purchased in 1998, from 13 percent in 1997. Over eight percent of dollars were spent on unbranded athletic shoes in 1998, from just over six percent spent in 1997.

(Source: Research Alert, July 16, 1999)

Office Ergonomics Award

The Center for Office Technology (COT) is calling for nominations for the third annual Outstanding Office Ergonomics Award. The award recognizes and promotes outstanding office ergonomics programs. Two awards will be given in the year 2000, one recognizing a private sector program and one recognizing a public sector program.

The 1999 winner of The Outstanding Office Ergonomics Award is the Intel Corporation, with Honorable Mentions awarded to the City of Portland, OR and Bankers Trust Corporation of New York.

Applications must be submitted by January 31, 2000. For application information, contact COT at (703) 684-7760, CtrOfTek@erols.com or visit www.COT.org.

DID YOU KNOW?

• An Accountemps survey reports that 76 percent of job seekers value a post-interview thank-you note, but executives say only 36 percent of applicants actually perform this courtesy.

(Source: A Week's Worth, www.cs.monitor.com)

• The Kiplinger Washington Editors predict Internet travel booking will soar from \$2.5 billion in 1998, mostly for airline tickets, to \$20 billion in 2001 for several services.

(Source: The Kiplinger Washington Letter, July 9, 1999)

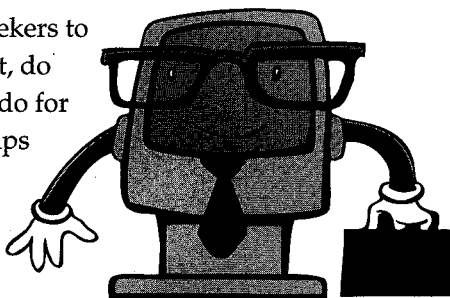
"Happiness is like a butterfly. The more you chase it, the more it will elude you. But, if you turn your attention to other things, it comes softly and sits on your shoulder."

Good Stuff

Etiquette For Sending Resumes Electronically

Many job advertisements ask job seekers to send their resumes via e-mail. But, do the same rules apply for e-mail as they do for resumes sent via mail? Here are some tips to sending your resume electronically:

- 1. Never send an unsolicited fax or e-mail submission.** Always contact organizations first and request appropriate fax numbers and e-mail addresses as well as contact names.
- 2. Make sure that the fax or e-mail submission is seen by the right person.** Always send a cover letter first if you are faxing, or a brief introductory paragraph with your e-mail submission.
- 3. Be polite. Your resume should be one page.** Do not send several pages of information. Send letters of recommendation, transcripts and writing samples individually and only upon request.
- 4. Always follow up with a hard copy.** This assures that your resume gets to the right person, and that the recipient has a clean, legible copy to pass around. It also reinforces your name with the recruiter and offers the opportunity to send additional background materials.



- A survey by Christian & Timbers executive search firm, Cleveland, OH, shows that 37 percent of CEOs have been with their companies for their entire careers.

(The Working Communicator, December, 1998)

- Mark your calendar for NESRA's 59th Annual Conference and Exhibit: Practical Solutions to Work/Life Issues, April 12-16, 2000 at the Adam's Mark Hotel, Denver, CO. Sign up now for this exciting networking experience!

Get Out of Your Career Rut

You have a career goal, you have a plan to reach the goal and you have the desire. So why aren't you making progress? Here are some tips to jump-start your career:

- 1. Prioritize.** Review your action plan and see what needs to be done first to reach your objectives. Make the first step an easy one. Accomplish a short-term goal and then reward yourself for getting started.

- 2. Check your attitude.** You either think you can or you think you can't. It's time to change the irrational or faulty thinking that keeps you rooted in indecision.

- 3. Leave the past behind.** You must be willing to take some risks. Don't hold back because of past mistakes or failures. Set your mind to the thrill of succeeding rather than the fear of failing.

- 4. Set realistic expectations.** By all means, set high standards. But if the standards are so high they freeze you into inaction, rethink your goals. Try setting interim objectives. As you accomplish each one, set higher ones.

- 5. Enough with the excuses.** Ignore the voices that hold you back from accomplishing what you truly want in your career.

Salary Survey

A survey of over 2,000 human resource practitioners reveals HR managers and executives in the following industries were paid an average salary of the following amounts:

\$110,000—Computer hardware and software.

\$100,448—Services.

\$100,332—Consulting and professional services.

\$96,029—Banking/financial services.

\$90,327—Pharmaceutical/biotechnology.

(Source: Human Resource Executive, July 1999)

Women Manage Stress Well

Women with multiple roles, like mother, wife, employee or volunteer, are better equipped to handle stress than women without multiple roles, according to research by Personnel Decisions International, Minneapolis, MN.

(Source: Incentive, August 1999)

Department Heads Deter Success of Work/Life Programs

Implementing work/life programs is not enough to help employees balance their work and personal lives; department managers must resist the urge to penalize workers who take advantage of work/life perks.

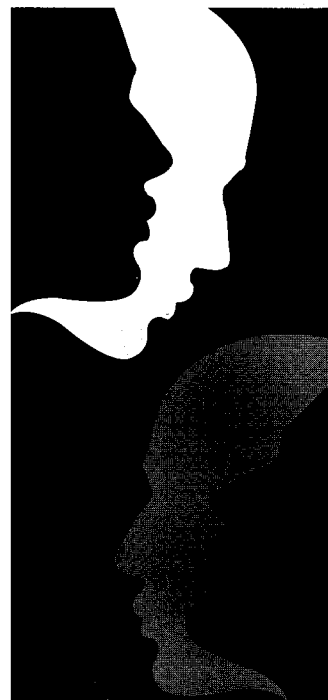
A Group and Organization Management's study indicates that a major obstacle to successful work/life programs is the corporate structure.

The study reports employees in the engineering design and manufacturing division of a *Fortune* 500 company were not taking advantage of work/life options such as flextime, job sharing and part-time schedules. The employees felt that these programs would negatively impact their careers because of managers' assumption that there is a direct relationship between quality of work and amount of time spent in the office.

Employees say that when they do take advantage of opportunities to spend less time at work (i.e. working from home or part-time), they are penalized with job reassignments, poor performance ratings and lower annual raises—even though they are often more productive and ahead of schedule on deadlines.

These findings prove that work/life initiatives are only effective when department managers understand and believe in the benefits of work/life programs. Managers must realize that employees do not need to be at the office to be working.

(Source: Positive Leadership)



NESRA Educates Managers on Work/Life

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Editor/Production: Renee M. Mula

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1 2 3 4 5

How To Read A Nonprofit Balance Sheet

By Marvin S. Cutler, CPA

(Exhibit A)

GIANT EMPLOYEE ASSOCIATION'S STATEMENT OF FINANCIAL POSITION AT JUNE 30, 1998

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL 1998	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL 1997
ASSETS:								
Cash and Cash Equivalents	31,011	448,631	547,919	1,027,561	(717)	325,692	705,869	1,030,844
Investments (Notes 1 and 2)	-	-	10,671,133	10,671,133	454,163	101,059	8,621,536	9,176,758
Less: held by another Agency	-	-	(4,537,470)	(4,537,470)	-	-	(3,571,892)	(3,571,892)
Net Investments	-	-	6,133,663	6,133,663	454,163	101,059	5,049,644	5,604,866
Accounts Receivable (net of allowance for uncollectibles of \$23,784 in 1996 and \$24,825 in 1995)	270,525	-	-	270,525	382,746	-	-	382,746
Pledges Receivable (Notes 1 and 5) (net of present value factor amount of \$416,658 in 1996 and \$273,973 in 1995)	122,231	773,435	1,003,935	1,899,601	15,750	1,061,294	641,497	1,718,541
Interest Receivable	-	192,335	-	192,335	5,438	156,682	783	162,903
Other Receivables	53,286	-	-	53,286	6,708	3,432	-	10,140
Due from Other Funds	187,543	(282,589)	95,046	-	183,357	(372,545)	189,188	-
Inventories	159,615	-	-	159,615	67,889	-	-	67,889
Prepaid Expenses	103,935	-	-	103,935	119,355	-	-	119,355
Total Current Assets	928,146	1,131,812	7,780,563	9,840,521	1,688,852	1,376,673	6,586,981	9,097,284
Investment in Facilities and Equipment (Note 1)	-	-	-	-	-	-	-	-
Athletic Equipment & Facilities	824,295	-	-	824,295	86,143	-	-	86,143
Office Equipment & Furniture	1,138,828	-	-	1,138,828	1,101,766	-	-	1,101,766
Building	1,000,000	-	-	1,000,000	1,000,000	-	-	1,000,000
Building Improvements	507,713	-	-	507,713	435,186	-	-	435,186
	3,470,836	-	-	3,470,836	2,623,095	-	-	2,623,095
Accumulated Depreciation	(2,274,076)	-	-	(2,274,076)	(2,092,423)	-	-	(2,092,423)
Net Investment in Facilities and Equipment	1,196,760	-	-	1,196,760	530,672	-	-	530,672
TOTAL ASSETS	2,124,906	1,131,812	7,780,563	11,037,281	1,765,361	1,275,614	6,586,981	9,627,956
LIABILITIES AND NET ASSETS:								
Accounts Payable	255,537	-	-	255,537	307,532	-	-	307,532
Accrued Interest Payable	-	-	-	-	14,227	-	-	14,227
Accrued Expenses (Note 8)	150,290	-	-	150,290	165,076	-	-	165,076
Current Portion of Long Term Loan	49,228	-	-	49,228	-	-	-	-
Deferred Revenue (Note 1)	86,941	-	-	86,941	125,875	-	-	125,875
Total Current Liabilities	541,996	-	-	541,996	612,710	-	-	612,710
Post Retirement Benefits-Long Term (Note 8)	200,800	-	-	200,800	206,426	-	-	206,426
Long-term Loan Payable (Notes 3 and 4)	1,007,629	-	-	1,007,629	382,904	-	-	382,904
TOTAL LIABILITIES	1,750,425	-	-	1,750,425	1,202,040	-	-	1,202,040
NET ASSETS:								
Unrestricted	374,481	-	-	374,481	563,321	-	-	563,321
Temporarily Restricted (Note 9)	-	1,131,812	-	1,131,812	-	1,275,614	-	1,275,614
Permanently Restricted (Note 9)	-	-	7,752,560	7,752,560	-	-	6,558,978	6,558,978
Quasi-Endowments (Note 1)	-	-	28,003	28,003	-	-	28,003	28,003
TOTAL NET ASSETS	374,481	1,131,812	7,780,563	9,286,856	563,321	1,275,614	6,586,981	8,425,916
TOTAL LIABILITIES AND NET ASSETS	2,124,906	1,131,812	7,780,563	11,037,281	1,765,361	1,275,614	6,586,981	9,627,956

The accompanying notes are an integral part of this statement

.....

When serving on the board of directors of a nonprofit employee association, it is imperative that you understand the association's financial statements to plan the annual budget and ensure the organization remains on the right financial track throughout the year. Although it may be overwhelming at first, reading a nonprofit Balance Sheet is less mystifying when you understand the statement's purpose, how it is arranged and where to look for the answers to your questions.

For nonprofit associations, the Balance Sheet is called the Statement of Financial Position (Exhibit A). The other financial statements that make up a complete financial report are the Income Statement, called the Statement of Activities (Exhibit B), and a Statement of Cash Flows (Exhibit C).

Accounting Equations

The Statement of Financial Position is the traditional accounting measure of financial strength and liquidity. Its basis is the standard accounting equation: $\text{Assets} - \text{Liabilities} = \text{Net Assets}$. You can decipher this formula as: *what you own minus what you owe equals what you are worth*. The total (Net Assets) is shown near the bottom of the Statement of Financial Position, using our example:

$\text{Total Assets} - \text{Total Liabilities} = \text{Net Assets}$
 $2,124,906 - 1,750,425 = 374,481$

Statement Structure

Also at the bottom, you'll find a line stating, "The accompanying notes are an integral part of this statement." This means certain information is not included in the body of the Statement of Financial Position, therefore, the reader must refer to the footnotes for specific information. Footnotes are useful references to key information as required by accounting rules. Each line item on the Statement of Financial Position may reference a footnote if there is information pertinent to that item. Footnote topics could include a Statement of Activities, Statement of Cash Flows, and an Independent Auditors' Report and Financial Statements. Due to length, an Independent Auditors' Report and Financial

Statements are not included here. Where indicated, please refer to the footnotes on your association's financial statements to find information relating to your financial situation.

Next, note that the sample Statement of Financial Position shown is a multi-column format, indicating restrictions on the various categories of funds. Accounting rules do not require the use of a multi-column format, so statement structures may vary.

Net Assets

Net Assets represent the excess of revenues less expenses since the association began operating. The Statement of Activities uses the formula: $\text{Revenue} - \text{Expenses} = \text{Change in Net Assets}$. This formula computes the nonprofit equivalent of profit or loss (revenues minus expenses) for the past year. Add up the Changes in Net Assets since the association's existence to determine the total Net Assets shown on the current Statement of Financial Position. The line items shown on the Statement of Cash Flows specify why the Change in Net Assets may be different than the change in cash balances.

Types of Funds

A nonprofit Statement of Financial Position is actually more extensive than a traditional Balance Sheet. It recognizes that nonprofit associations usually deal with three types of funds: those that are Unrestricted and may be used for any purpose, those that are Temporarily Restricted as to time or purpose, and those that are Permanently Restricted or Endowments whereby the association is responsible for maintaining the original principal intact but may spend the earnings. The Statement of Financial Position reports the financial strength and liquidity of these three categories of funds, in addition to their total.

Interpreting the Statement of Financial Position

In understanding how to interpret a nonprofit Statement of Financial Position, it is important to know two new rules that have a big impact on analyzing the financial strength of a nonprofit

**For Nonprofit
Associations,
The Balance
Sheet Is Called
The Statement
Of Financial
Position**

BALANCE SHEET

association. They are: 1) the requirement to value investments at their current market value rather than their original cost value, and 2) the requirement to recognize gifts or grants as income when they are pledged to the association, regardless of when they were received.

Time Frame

With these rules in mind, let's look at Exhibit A, a sample nonprofit Statement of Financial Position for a mythical association, Giant Employee Association. The first thing to notice is the date in the heading. Statements of Financial Position reflect a certain date, which is usually the ending date of the association's fiscal year which may be different from a calendar year. The statement is a snapshot of the assoc-

iation's financial strength at that particular date. It makes no guarantees of how the association's financial situation will look at any point in time after the given date. Consequently, an important question to ask is, "What significant changes took place after the date of preparation?" The answer should provide a clearer, more accurate picture of the organization's current financial health.

Comparing Figures

It is mandatory that you perform a line-by-line comparison of your current Statement of Financial Position with that of the prior year to fully understand the association's financial situation. By comparing these figures, you will notice differences in the two statements, pinpointing transactions that may have been unusual

(Exhibit B)

GIANT EMPLOYEE ASSOCIATION'S STATEMENT OF ACTIVITIES FOR THE YEAR ENDED JUNE 30, 1998

	UNRESTRICTED	ATHLETIC	TEMPORARILY RESTRICTED		GENERAL	TOTAL	ATHLETIC	PERMANENTLY RESTRICTED		GENERAL	TOTAL	TOTALS 1998	TOTALS 1997
			COMMUNITY SERVICE	SOCIAL				COMMUNITY SERVICE	SOCIAL				
REVENUE													
Participant Fees	732,914					-					-	732,914	762,566
Gifts and Bequests	138,004	190,388	307,396	12,831	-	510,615	200,000	357,415	42,244	50,318	649,977	1,298,596	2,338,386
Gifts Pledged	-	36,726	197,135	17,725	44,927	296,513	-	22,500	130,000	569,956	722,456	1,018,969	817,672
Present Value Adjustment to Pledges			382	-	(4,307)	(3,925)	-	6,929	(20,367)	(165,413)	(178,851)	(182,776)	-
Corporate Support	1,000,000	125,000		1,348	-	126,348					-	1,126,348	1,196,835
Investment Income (Note 2)	14,412	333,136	45,913	173,470	169,815	722,334					-	736,746	708,212
Realized Gains (Losses) (Note 1)	(2,593)					-					-	(2,593)	5,861
Unrealized Gains (Losses) (Note 1)	137,118	3,525				3,525					-	140,643	152,780
Sales and Services	242,420	3,269				3,269					-	245,689	227,419
Miscellaneous Income	17,619					-					-	17,619	55,660
Municipal Grant (Note 4)	166,004					-					-	166,004	134,058
Release of Restricted Funds: (Note 5)						-					-	-	-
All Programs	1,763,981	(511,402)	(727,425)	(204,408)	(320,746)	(1,763,981)					-	-	-
Total Revenue	4,209,879	180,642	(176,599)	966	(110,311)	(105,302)	200,000	386,844	151,877	454,861	1,193,582	5,298,159	6,399,449
Expenditures													
Athletic Programs	1,471,008					-					-	1,471,008	1,261,691
Community Service Programs	1,412,652					-					-	1,412,652	1,195,308
General Programs	288,917					-					-	288,917	255,186
Social Programs	852,318					-					-	852,318	753,648
Total Program Expenses	4,024,895					-					-	4,024,895	3,465,833
Administrative Expenses	412,325					-					-	412,325	421,111
Total Expenditures	4,437,220					-					-	4,437,220	3,886,944
Net Revenue in Excess of (Less than) Expenditures	(227,341)	180,642	(176,599)	966	(110,311)	(105,302)	200,000	386,844	151,877	454,861	1,193,582	860,939	2,512,505
Other Changes in Fund Balances:													
Transfers (Note 10)	38,500	(67,698)	47,882	(18,500)	(184)	(38,500)					-	-	-
Change in Net Assets	(188,841)	112,944	(128,717)	(17,534)	(110,495)	(143,802)	200,000	386,844	151,877	454,861	1,193,582	860,939	2,512,505
Net Assets Beginning of Year	563,322	63,426	949,020	28,936	234,232	1,275,614	2,018,606	750,032	1,062,363	2,755,980	6,586,981	8,425,917	6,082,428
Net Assets End of Year	374,481	176,370	820,303	11,402	123,737	1,131,812	2,218,606	1,136,876	1,214,240	3,210,841	7,780,563	9,286,856	8,594,933
The accompanying notes are an integral part of this statement													

or unique. The current year's Statement of Activities will help explain these differences. The budget for the next fiscal year helps you determine if the Statement of Financial Position contains enough Net Assets (worth) to sustain a potential deficit for the upcoming year.

Reduction of Assets

In each column, you will see the reduction of some assets presented either with a side note that says "Net of" (meaning the amount in the column already reflects the reduction referenced on the side) or in parentheses in the column itself (meaning you actually see the gross amount, reduction and net amount). Either way, the organization believes that the assets may not be worth their full value, or the organization may not have full legal title to the assets. The footnotes may explain why the reduction took place, if it is not obvious from the statement itself. For example, Giant Association's report shows Accounts Receivable reflecting a reduction because the association expects a portion to be uncollectible. Pledges Receivable reflect a reduction because the association will receive some portion so far in the future that inflation will erode that portion's buying power. Facilities and Equipment are net of depreciation, meaning these assets lose value over time because they become old or obsolete.

Investments

In the association's Investments, an umbrella group or third-party trust holds part of the Investments. This usually means that the association is the beneficiary of the investment earnings, but does not have the right to own the actual investments. Grantors of Permanently Restricted (Endowment) funds will often donate in a manner that protects their funds in case the association goes out of business or loses its tax-exempt status. Your footnotes should explain why another party holds the investments.

Calculating Liquidity

Looking down the left side of the statement, you will notice that both Assets and Liabilities are in a sequence that reflects the ability to convert the Assets into cash. These items are considered liquid. This sequence enables you to easily compute liquidity ratios and determine cash coverage for pending liabilities. One traditional method for measuring solid liquidity is to check that the current assets (those expected to

become cash within the next year) are about twice as much as the current liabilities (those requiring payout within the next year). This is called the current ratio. Another way to measure liquidity is to look at the Assets that can be converted into cash quickly (cash and investments), and compare them to the current liabilities. This is called the quick ratio.

Restricted Assets

Accounting rules require nonprofit associations to record expenses as Unrestricted. For this reason, the categories of restricted funds have assets, but may not have liabilities. Consequently, the liability that reflects an expense payment due and owed is also Unrestricted. However, Temporarily Restricted assets are eventually transferred to the Unrestricted category to cover related expenses. As a result, the combination of Unrestricted and Temporarily Restricted Net Assets may be a more accurate measure of an association's financial strength and liquidity than the figures in the Unrestricted column.

View the financial position of Restricted or Unrestricted funds in addition to the total. An association generally uses both Unrestricted and Temporarily Restricted funds during the year, but can only use the earnings on the Permanently Restricted funds (these earnings appear on the Statement of Activities).

Carefully examine Permanently Restricted assets and their related footnotes. While it is true that the association cannot spend the original principal, remember that the values shown on the Statement of Financial Position are current market values, which means everything in excess of the original principal is available to the association. Of course, investments in the form of cash will always be readily available, which may include anything from treasury bills to common stocks to corporate bonds to commodities and future options. Investments could even include real estate or valuable artwork. The value of these items fluctuate often. Look to the footnotes to determine both the availability and the risk of loss associated with investments.

Oftentimes, Temporarily Restricted assets are unavailable for specific purposes or until a certain time. For a close review of when Temporarily Restricted assets become available for use and which restrictions they carry, refer to your footnotes.

BALANCE SHEET

GIANT EMPLOYEE ASSOCIATION'S STATEMENT OF CASH FLOWS AT JUNE 30, 1998

(Exhibit C)

Cash flows from operating activities:	1998	1997
Change in net assets	\$860,939	\$2,512,505
Adjustment to reconcile change in net assets to net cash used by operating activities:		
Depreciation	181,653	121,397
Donation of investments for unrestricted programs	-	(454,163)
Net realized and unrealized gains on investments	(134,525)	(182,594)
Decrease(Increase) in accounts receivable	112,221	(84,836)
(Increase) in pledges receivable	(181,060)	(1,718,541)
(Increase) in interest receivable	(29,432)	(56,162)
(Increase)Decrease in other receivables	(43,146)	35,780
(Increase) in inventories	(91,726)	(32,908)
Decrease(Increase) in prepaid expenses	15,420	(90,395)
(Decrease)Increase in post retirement benefit expense	(9,070)	91,311
(Decrease)Increase in accounts payable	(51,995)	171,101
Increase in accrued expenses	31,288	270,028
(Decrease)Increase in deferred revenue	(38,934)	116,525
Contributions restricted for long-term investment	(1,193,582)	(945,221)
Net cash from operating activities	<u>(571,949)</u>	<u>(246,173)</u>
Cash flows from investing activities:		
Purchase of investments	(1,980,018)	(1,699,937)
Proceeds from sale of investments	1,585,746	601,752
Purchase of furniture and equipment	(37,061)	(196,674)
(Increase) in athletic equipment	(738,152)	(86,143)
Purchase of building improvements	<u>(72,527)</u>	<u>(77,202)</u>
Net cash used by investing activities	<u>(1,242,012)</u>	<u>(1,458,204)</u>
Cash flows from financing activities:		
Proceeds from contributions restricted for Investment in Endowment	1,193,582	945,221
Increase in loan payable	617,096	322,904
Net cash from financing activities	<u>1,810,678</u>	<u>1,268,125</u>
Net decrease in cash and cash equivalents	(3,283)	(436,252)
Cash and cash equivalents at beginning of year	1,030,844	1,467,096
Cash and cash equivalents at end of year	<u>\$1,027,561</u>	<u>\$1,030,844</u>
Supplemental data:		
Noncash investing and financing activities:		
Gifts in kind of an indeterminate value		

The accompanying notes are an integral part of this statement

Summary

In summary, the statement looks at the current financial strength and liquidity of a nonprofit association at one point in time. The total Net Assets reflect the worth of the association and the excess of revenue less expenses (profit) since the beginning of the association's existence. A line-by-line comparison to the prior year raises

questions about the association's activities during the past year. Review the recent year's Statement of Activities and the upcoming fiscal year's budget to analyze the association's on-going financial strength.

The statement should separate assets into the categories of Unrestricted, Temporarily Restricted and Permanently Restricted. The

original cost value of Permanently Restricted Net Assets (disclosed in footnotes) is generally unavailable for use in day-to-day operations. Some assets may be reduced because the association believes that they are not worth their full value, or because someone else holds legal title to them. Both Assets and Liabilities are listed in a sequence that reflects their proximity to becoming cash (either cash in or cash out), and therefore are a reasonable measure of an association's liquidity or ability to pay their current bills.

Finally, remember that the footnotes contain many explanations too detailed to present in the body of the statement. When you look at your association's financial statements, make sure you have a complete package: Statement of Financial Position, Statement of Activities, Statement of Cash Flows and all the footnotes.

Conclusion

This article touches on the basics of reading and interpreting a nonprofit Statement of Financial Position. You can obtain more information from your state CPA Society, independent audit firm or the Accounting Department of a university.

To receive sample footnotes to this article in their entirety, call NESRA Headquarters at (630) 368-1280 or e-mail reneemula@nesra.org with your request.

Marvin S. Cutler, C.P.A., is director of finance and administration for Spertus Institute of Jewish Studies, Chicago, IL, and adjunct professor of budgeting and finance for nonprofit associations in a master's level program at Spertus College. Cutler holds an MBA from Loyola University of Chicago and has been a Certified Public Accountant for over 25 years. He is also chairman of the Illinois CPA Society's Nonprofit Special Interest Group.

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ELDERCARE AND CHILDCARE NEEDS CHALLENGE WORKERS

EMPLOYEE RESOURCES ARE KEY TO IMPROVED WORKPLACE PRODUCTIVITY

By Beth S. Offenbacker and Stacy A. Puskar

**Eldercare
Service
Providers
Represent
A Rapidly
Growing
Industry**

Eldercare Resources

Bill Reagan's 84-year-old mother lives 3,000 miles away. Although she lives on her own and manages her own affairs, Bill worries that his mother may fall or become ill at any time, presenting him with the challenge of coordinating her care from his home six states away.

He is not alone. A 1997 study by Transitions, Inc. reports that a quarter of today's workers coordinate care for an aging relative—and this number is expected to increase. According to a 1998 survey by the National Partnership for Women & Families, 54 percent of Americans say it is likely they will be responsible for the care of an aging relative within the next decade.

As employers recognize the need to relieve employees of the stress of eldercare, the number of companies that offer eldercare resources is climbing. A 1995 survey of 1,050 major U.S. employers by Hewitt Associates shows a 50 percent increase in the number of companies offering eldercare benefits than just five years earlier.



More than three-quarters of benefits provided by these firms are resource and referral services (77 percent).

Eldercare service providers, many of whom coordinate care in thousands of communities around the country, represent a rapidly growing industry. This industry helps employees care for elders, whether a parent lives thousands of miles away or just across town.

What does this mean for employee services? According to the Transitions study, almost half of employees worry about eldercare obligations while at work. Over 37 percent of these employees arrive late, leave early and admit their productivity is affected by the responsibilities of caring for an aging relative. The specific effects of caregiving on the workplace are considerable. MetLife has conservatively estimated that this lost productivity costs U.S. employers \$11.4 billion annually, based on findings in a national caregiving study.

The 1997 Transitions study also revealed an alarming 30 percent of employees are absent from work and 25 percent refuse to travel for their jobs due to eldercare responsibilities. These employees also rearrange their work hours and use the phone more than usual.

Complicating matters for many employees is the need to coordinate care for both older loved ones and young children. Industry experts often refer to this group as "the sandwich generation" because they are frequently caught—or sandwiched—between the demands of caring for loved ones older and younger than themselves.

"We find many of the adult children we work with are over-stressed and overwhelmed by so many competing family and career demands," says Dr. Judy Braun, president of Community Washington House, a leading senior service provider in Alexandria, VA. Among the new wave of service providers, this innovative community-based program coordinates personal and home repair services for seniors in the metropolitan Washington area on a 24-hour, 7-day-a-week basis.

Today, there are many eldercare resources for employees to turn to in their respective communities. Managers addressing eldercare issues can tap into the following resources to help employees.

Community-based Services: Part of an emerging area, programs like the Community Washington House, a continuing care retirement community, offer complete coordination of



multiple home, personal and health care services for seniors, in their homes or onsite, on an around-the-clock basis. Seniors can participate in fitness, wellness and cultural programs and activities. This facility also helps the caregiver deal with the stress of taking care of a loved one, and assists the caregiver in identifying the level of support needed.

Geriatric Care Manager (GCM): GCMs are professionals in the field of human services who provide consultation, placement, information and referrals, crisis intervention and financial management/entitlements. They also arrange for home care and conduct in-home client needs assessments.

Homemakers and Home Health Aides: These workers are supervised by the caregiver or an agency. They provide meal preparation, household management, medication reminders and other personal care services.

Respite Care: Respite care offers caregivers time off and can be provided at home or in an external setting such as a retirement community, hospital or community of faith.

Home-delivered Meals: Meals-on-Wheels is a popular example of this service that is organized and administered locally. These programs provide nutritious, low-cost meals to elderly or disabled persons who are homebound and cannot prepare their own meals.

Area Agencies on Aging: Area Agencies on Aging or Departments of Aging Services exist in almost every city, county or local jurisdiction

Almost Half
Of Employees
Worry About
Eldercare
Obligations
While At
Work

across the U.S. Offices are listed in local telephone books under government pages and on the U.S. Administration on Aging's Eldercare Locator at (800) 677-1116. For information, visit www.aoa.gov/elderpage/locator.html.

Employers are realizing the importance of providing working caregivers with referrals to community resources that alleviate the stress of caregiving and allow employees to focus on workplace tasks. Today's eldercare referral programs further complement and expand the employers' family-friendly workplace.

Childcare Resources

While not all workers provide care for their parents, a significant number of employees have small children. Mothers with children under age six represent 62 percent of today's workforce, according to the Families and Work Institute's

1997 National Study of the Changing Workforce (NSCW). Most of these mothers—nearly seven million—work full-time. The study also found that 32 percent of employees with young children have erratic work schedules, working evenings, nights, split shifts or rotating shifts, thereby making the arrangement of adequate childcare even more challenging.

While the demographics

make it clear that the need for employers to address family care benefits is rising, more employers are finding that adding these benefits to their employees' compensation package is making them more competitive. In reality, these benefits are increasingly necessary to attract and retain highly-skilled employees.

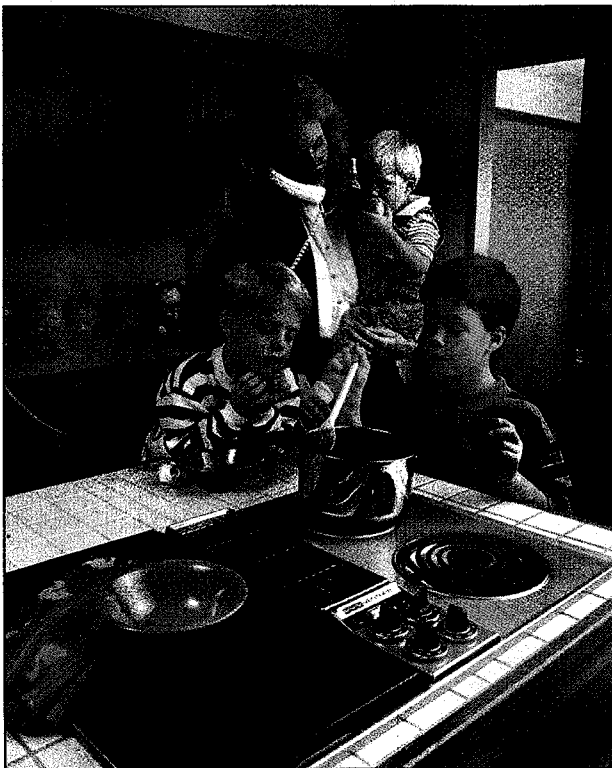
Employers' most important reason for instituting work/life programs is to retain employees, and these programs are delivering the desired results, according to *Ahead of the Curve: Why America's Leading Employers Are Addressing the Needs of New and Expectant Parents*, a report by the Families and Work Institute. The 1997 NSCW study found that employees who perceive that the corporate culture is supportive of their family care needs, feel more successful in meshing work and family life, are more loyal to the company and employers, and are more likely to remain in that organization.

Carol Anne Rudolph, president of Family Care Resources, a Bethesda, MD-based childcare and eldercare resource and referral service, agrees. "Employers come to us because they are concerned about three things: productivity, turnover and morale. By finding quality care for employees' family members, we keep them from using time at work to search for care and worry about other childcare issues. This elevates their morale and can have an impact on their productivity."

While there appears to be some agreement about why employers should make an effort to address childcare needs, the best method depends on companies' corporate cultures. Survey your employees to find out which programs will fit their needs. Employee services providers can offer their employees a combination of the following services:

Parental Leave: The Family Medical Leave Act (FMLA) of 1993 provides many parents the opportunity to miss work to care for their newborns on a full-time basis for the first few weeks of their children's lives. FMLA allows qualified employees 12 weeks of unpaid, job-guaranteed leave for a new birth or adoption. According to the 1998 Business Work/Life Study by the Families and Work Institute, 33 percent of the employers surveyed offered more than the required 12 weeks for maternity leave, and 16 percent allowed more than 12 weeks paternity leave.

Flexible Scheduling: Flextime allows employees to choose their start and end times within a specified range of hours. For instance, a mother who is required to work eight hours, may work from 8:00 a.m.-4:00 p.m. rather than 9:00 a.m.-5:00 p.m. This allows her to more closely match the hours that her child is in



school. According to the 1997 NSCW study, 44 percent of employed parents have this option available to them.

Working at Home: Though a relatively new concept, working at home is becoming more plausible due to the availability of home fax machines, e-mail and video-conferencing. According to the 1997 NSCW study, 19 percent of parents with young children work at least some of their scheduled hours at home, while an additional seven percent say their companies would allow them to do so.

On-site Childcare: Few companies have the need or the funds to provide the convenience of an on-site childcare center. According to the Families and Work Institute, 12 percent of employees with children under age six have employee-sponsored childcare either at their workplace or in the area.

Financial Assistance for Childcare: U.S. employers play a small part in paying for childcare directly. Most of the money invested in financial assistance for childcare is from public funds. However, 12 percent of working parents with young children receive direct financial assistance from their employers in the form of cash, vouchers or scholarships, according to the 1997 NSCW study. Thirty percent have access to Dependent Care Assistance Plans allowing employees to deposit part of their pre-tax wages into an account that will reimburse them for childcare costs.

Emergency Backup Childcare: Companies are offering emergency backup childcare. According to the 1997 NSCW report, one-third of working parents with children under age six needed to make special childcare arrangements at least once during the previous three months because their usual arrangements were not available.

Care for Sick Children: According to the 1997 NSCW study, 49 percent of all working parents were able to take days off of work to care for sick children without losing pay, without using vacation days and without making up an excuse.

Childcare During Non-traditional Work

Hours: Only 12-35 percent of childcare centers operate during nontraditional work hours, according to the General Accounting Office. As more employers ask employees to work nontraditional hours, employers may offer additional childcare benefits to support this need.

Childcare Referral Services: According to the 1998 Business Work/Life Study, 36 percent of employers provide employees with access to childcare resources in the community.

Conclusion

Whether employees are dealing with eldercare or childcare issues, savvy organizations recognize the importance of providing helpful resources for their employees. Such programs can be as simple as a brochure resource rack to a contractual Employee Assistance Program to a full-scale dependent care program providing on-site counseling, seminars and services. Not only do family-friendly policies and programs, like childcare and eldercare, improve workplace productivity and morale, but they enhance employee retention.



Beth S. Offenbacher is president of Waterford Public Relations, Inc., Alexandria, VA. She works with several senior-related services in Northern VA, including the Washington House/Community Washington House, Northern Virginia Chapter of the Retired Senior Volunteer Programs and Eldercrafters. Contact Offenbacher at (703) 683-4815.

Stacy A. Puskar is public relations account associate for Waterford Public Relations, Inc., Alexandria, VA. She is a recent graduate of Pennsylvania State University, State College, PA, where she majored in public relations with a minor in sociology. Contact Puskar at (703) 683-4815.

CONTROLLING ANGER IN THE WORKPLACE

By Eileen O. Brownell

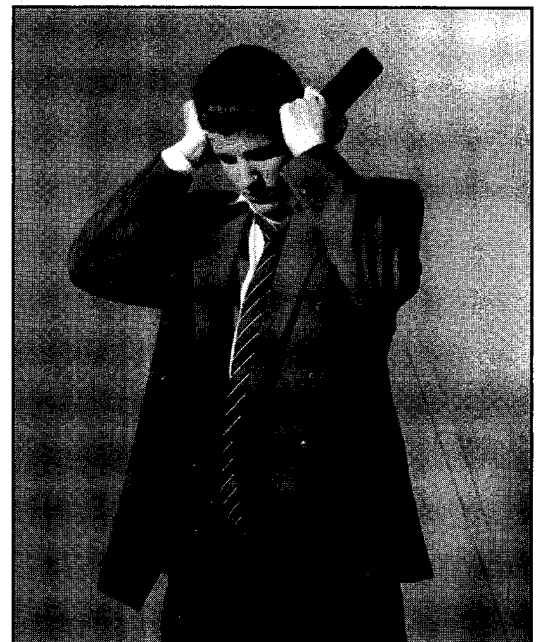
"Before you give someone a piece of your mind, be sure you can get by with what you have left!"—Robert C. Savage, Life Lessons

**No Company Is
Immune To The
Employee Who
Decides To Act
On Anger In An
Unhealthy
Manner**

How many times have we flipped through the radio channels on our commute home only to hear that yet another employee's anger has turned to rage as violence erupts in the workplace? No company is immune to the employee who decides to act on anger in an unhealthy manner. We live in a high-stress, fast-paced world with constant demands placed upon us, and where it does not take much to push an individual from a state of anger to one of rage.

Warning Signs

According to a recent San Jose/Silicon Valley, CA *Business Journal* article, 20 employees are murdered on the job every week, while an additional 20,000 employees are assaulted each week. Employee violence is the result of hidden anger, which can be displayed in a variety of ways prior to a violent act. For this reason, managers must learn how to identify the warning



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signs of an angry coworker and defuse the anger. Take notice if anyone you know at work displays the following behaviors:

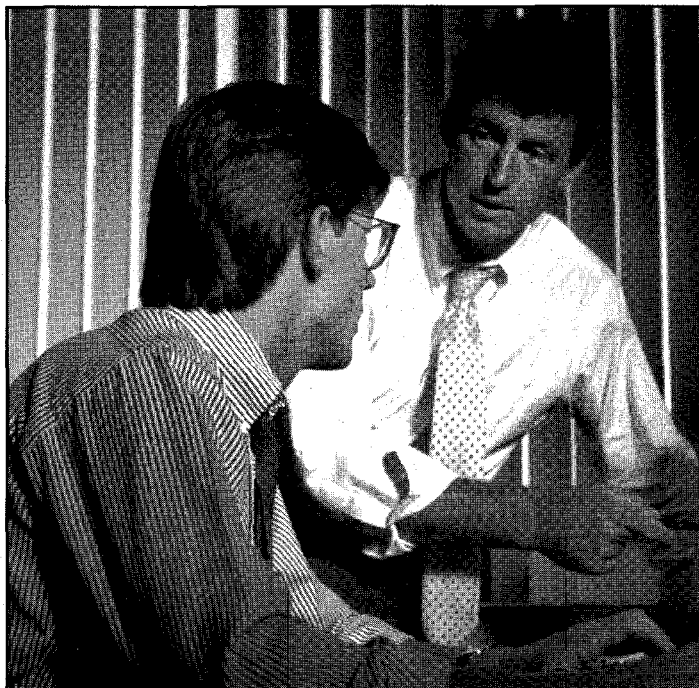
- Quick to act on emotions. Displays a temper.
- Passive-aggressive. Shows split personalities.
- Lies often.
- Overreacts or is excessively irritable over trifles.
- Makes sarcastic, cynical or flippant comments in conversation.
- Displays dramatic mood swings.
- Does not take responsibility for own actions.

Although there are many more symptoms, such as chronic depression, slow movements and a stiff neck, the previous behaviors and reactions are easier to observe and note in the work environment.

Techniques for Defusing Anger

People who have high levels of stress and conflict in their lives without the appropriate coping skills may turn to violence. Fortunately, as employee services managers, you can easily master conflict resolution skills to help you deal with employees whose conflicts may escalate into anger. Try these techniques to manage an employee's anger:

- **Act immediately.** Waiting allows anger to boil into a potentially-explosive situation. When you do not act immediately upon a request or concern, employees may feel you do not care about their troubles. Delay addressing a situation only if the individual needs time to simmer down before you come together to resolve the challenge, or if you believe professional assistance is needed.
- **Respect the individual.** Angry employees can detect when someone is patronizing them. If you want to dissipate anger, you must show respect for the employee's opinions, feelings and emotional state. Establish a level of respect by being patient and remaining calm.
- **Meet in private.** Permit the angry person to discuss the situation with you in private, without interruptions. Privacy will allow your meeting to be productive and result-oriented. If the individual makes threatening or violent statements, calmly remove yourself from the

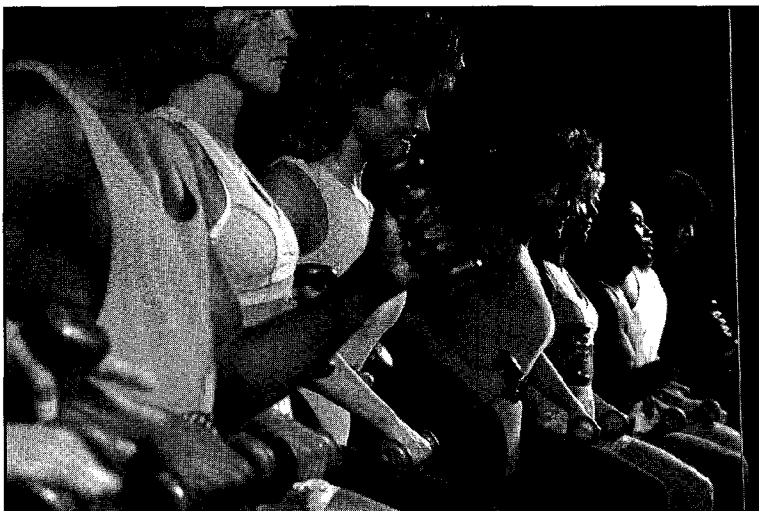


situation immediately. It is important that you identify the need for intervention by a trained professional.

- **Be silent.** People behave with anger as a way of eliciting a reaction from others. They may prompt a defensive and angry response or intimidate coworkers in an attempt to get others to back off and leave them alone. Both responses allow the angry employee to avoid resolving the problem. Instead of becoming defensive or angry, be silent until the angry individual expresses all of his/her feelings. When you appear to be contemplating their comments instead of responding or rebutting them, they may run out of steam and stop their verbal tirade sooner.
- **Listen. Listen. Listen again!** Employees want to feel their opinions and feelings count. Constantly interrupting the individual or discounting the information relayed to you, will only generate more anger. Reiterate your understanding of the complaint in your own words. A statement like, "You're feeling frustrated because Tom ignored your suggestion," indicates you have heard the complaint and understand their concern.
- **Give brief responses.** Lengthy explanations will only make the employee defensive. Respond to accusations and anger with honest,

brief responses that demonstrate respect. For example, if someone protests with, "Well you hate me and always have," a simple response would be, "That's not true." Do not debate the issue or begin to justify your actions. If you do, you are giving credence to the angry individual and may find the situation erupting into an argument.

- **Ban fault finding.** Blame rarely helps an issue; it only invites anger, defensiveness and counterattacks. Establish what went wrong and how it can be corrected; not who is wrong and why they made the mistake.
- **Discover the real problem.** It is difficult to seek a solution to a problem when you do not have all the information. Often, an outburst is just the proverbial straw that broke the camel's back. Ask open-ended questions that require thought for an answer. Avoid closed questions that only require a yes or no response. Questions such as, "What happened when you didn't receive the order?" will provide more information to help you understand the situation. Probing questions like, "Can you give me a specific example?" will help to further clarify details.
- **Seek solutions.** Look for solutions to end conflict. Solutions capitalize on team work. When everyone is working toward one goal and one solution, there is little time for blame. Solutions also encourage people to be creative and think out of the box. Create an environment where employees can assist you because they know they will not be criticized or blamed for making mistakes.



- **Find common ground.** In your pursuit for a resolution to the anger, identify points you can agree upon and progress from there. Even if initially you can only agree that there *is* a problem, building a foundation for resolution on common ground will create a more solid relationship and remove barriers sooner.
- **Encourage discussion.** Some employees may be reluctant to express their feelings and frustrations. Try simple, non-threatening questions such as, "Can I help you?" or "You seem upset and frustrated. Is everything all right?" If the individual chooses not to respond, do not push it. Give the employee time to think through the situation. Expressing their feelings may have been a cause for fear in the past.

Programs and Services

Defusing anger in the workplace requires learning simple conflict resolution techniques. The old adage of 'an ounce of prevention is worth a pound of cure' is certainly true here. Employee services departments can also provide programs and services to help prevent anger from arising or to defuse it in its initial stages. Consider implementing these programs and services to defuse or prevent anger in the workplace:

- **House on-site exercise facilities.** Exercise is a great stress reliever. An on-site exercise facility allows employees to vent their frustrations in a healthy manner before and after work or during lunch.
- **Make EAPs available.** Employee Assistance Programs (EAP) offer employees and their immediate families no-cost or low-cost services to help balance their work and personal lives. Depending on the EAP organization you contract with, services can include:
 - Financial counseling
 - Legal assistance
 - Individual and family counseling
 - Substance abuse counseling
 - Personal skills development training
- **Organize car pools.** If you have ever commuted in heavy traffic, you will recognize the convenience of sharing the ride. Combined efforts can mean the ability to use the car pool lane, arriving at work in less time and sharing experiences while in the car (remember the importance of listening to coworkers).

Additional benefits may include feeling more rested and less stressed at work.

- **Provide personal growth seminars.** Provide low-cost or free seminars for your employees. Helpful topics include communication, conflict resolution, negotiation, and stress relief skills. These may be helpful in identifying and defusing anger in the workplace.
- **Offer brown bag lunch programs.** Encourage employees to bring their lunches. Provide drinks, dessert and a speaker that can address issues of personal importance to your employees. Topics can include personal finance, dealing with aging parents, the death of a loved one, retirement planning, or focus on health issues such as stop smoking programs and weight loss support groups.

Conclusion

Because each situation and employee is different, there is no standard way to prevent and defuse anger in the workplace. It is important that you know your limits and recognize when it is necessary to refer the problem to a qualified professional. Knowledge of an employee's usual job performance and habits will help you recognize when that employee is preoccupied with a personal challenge that could create undue stress. As you begin the process of defusing a potentially volatile situation, make it your priority to show respect for the employee's point of view. When you use these tips as your guide, coupled with honesty and a willingness to listen, you will succeed in your efforts to discover the problem and create a positive solution that will satisfy all parties involved.



For your free *Inventory on Anger* guide, send a self-addressed stamped envelope to:

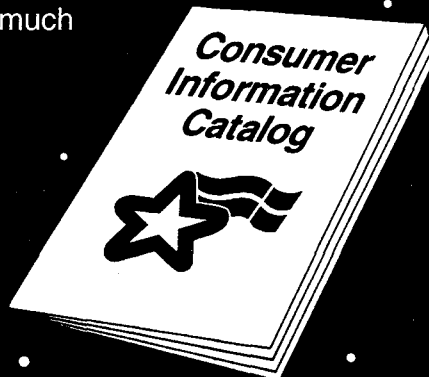
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Eileen O. Brownell
153 Picholine Way
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ADVERTISE YOUR COMPANY AS AN EMPLOYER OF CHOICE BY PROMOTING YOUR EMPLOYEE SERVICES DEPARTMENT

By Amy Berger

**Promotional
Campaigns Are
Most Successful
When All Of
Your Company's
Departments
Join Forces**

As you promote your department and its offerings, you send a message to current and future employees that your department is what makes your company a great place to work. Promotional campaigns are most successful when all of your company's departments join forces to educate employees on the services available and encourage their involvement on an individual basis. After speaking with several employee services providers across the country, I compiled the following sure-fire tips for making your employee services department a familiar name throughout your company.

Employee Services and the Hiring Process

- Develop and maintain an external interactive website with detailed information about employee benefits, perks, activities and events provided by your employee services department.
- Send your employee services department staff to your company booth at local job fairs and career conferences.

- Provide free tickets to your company's recreational events to employees who refer successful job candidates.
- Have a member of your employee services department interview prospective candidates along with the hiring managers; instruct that person to emphasize the department's strengths. Have them ask the prospective hires what types of programs and activities they would like to participate in at the company.
- When your receptionist hands prospective candidates the company application form, have them include a one-sheet description of your employee services department programs printed on brightly colored paper.

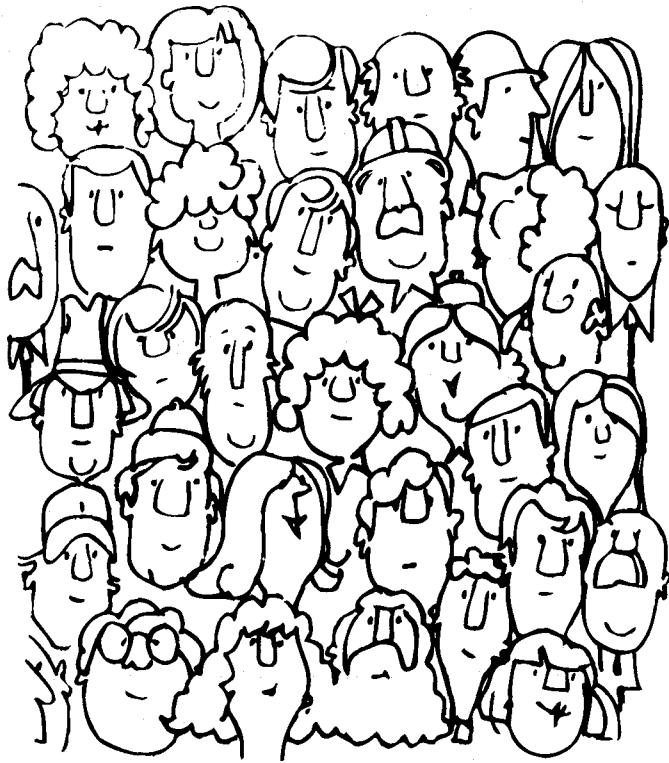
Employee Services and New Employee Orientation

- Create and deliver a detailed slide or Powerpoint presentation about your programs and services at each new employee orientation meeting; stick around to field questions and obtain suggestions for future activities and events.

- Provide a colorful package of marketing materials about your employee services to each attendee at every new employee orientation meeting; attach a button that says "I'm glad to be here at Company XYZ!" to the top of the package.
- Create and deliver a professional, attractive video showcasing highlights of your employee services at every new employee orientation meeting.
- Invite pre-selected employees to deliver testimonials about enjoyable events at each new employee orientation; hold a contest to entice veteran employees to participate.
- As new hires exit the employee orientation meeting, provide them with a brightly colored T-shirt and matching balloon, both of which bear the corporate and employee services department logos.

Promoting Your Programs to Your Employees

- Along with other departments that also serve employee needs, create an inter-departmental newsletter describing activities, events and volunteer opportunities for employees. Offer the newsletter online and in print form.
- Develop a database of employees who have used your services. Record their past interests and use the database as a foundation for marketing specific programs to your employees.
- Offer employee awards and recognition items, such as ribbons and trophies, in your employee store. Provide consulting services to other departments for company-wide recognition ceremonies.
- Initiate an employee services department customer service hotline, staffed by retirees and other volunteers.
- Conduct a company-wide customer satisfaction survey and offer participants the opportunity to win prizes such as logo merchandise from your company store; place your employee services department logo on the items, alongside your corporate logo.



Promoting Your Programs to Your Community

- Rent out your corporate cafeteria, auditorium, fitness center and recreational facilities for use by community groups; make sure all invoices cite your employee services department logo.
- Create online alliances with employee services providers from nearby companies of a similar nature and size to yours.
- Offer classes on how employees can contribute their business skills to non-profit organizations; then, place graduates of the class in local organizations on a volunteer basis. Create press releases that encourage local journalists to write success stories about these arrangements, always tying in the role of your employee services department.
- Compile and print a comprehensive Employee Resource Guide, comprised of local discounts and services. Distribute it to each employee via interoffice mail. Prior to completion, verify local business names, addresses and phone numbers via telephone and send a thank you letter, on departmental stationery, to each business owner participating in the guide.
- Distribute your employee services department newsletter via publicly accessible newspaper vending machines throughout your community.



Conclusion

Remember, the key to educating your employees about employee services is to start with the department managers. Train them on the importance of employee services and then count on them to spread the word. Best of luck promoting your employee services department as a key player in your company!



Amy Berger is a principal at Berger Technology Research, a marketing and market research firm in Fremont, CA. She specializes in work for high technology, real

estate and insurance companies. Her newly published book, The Twenty Year Itch: Confessions of a Corporate Warrior (Motivational Magic Press) is a humorous look at life behind the cubicle wall, from the female point of view. Berger can be reached at (510) 623-0787, via email at aberger@home.com or visit www.amyberger.com.

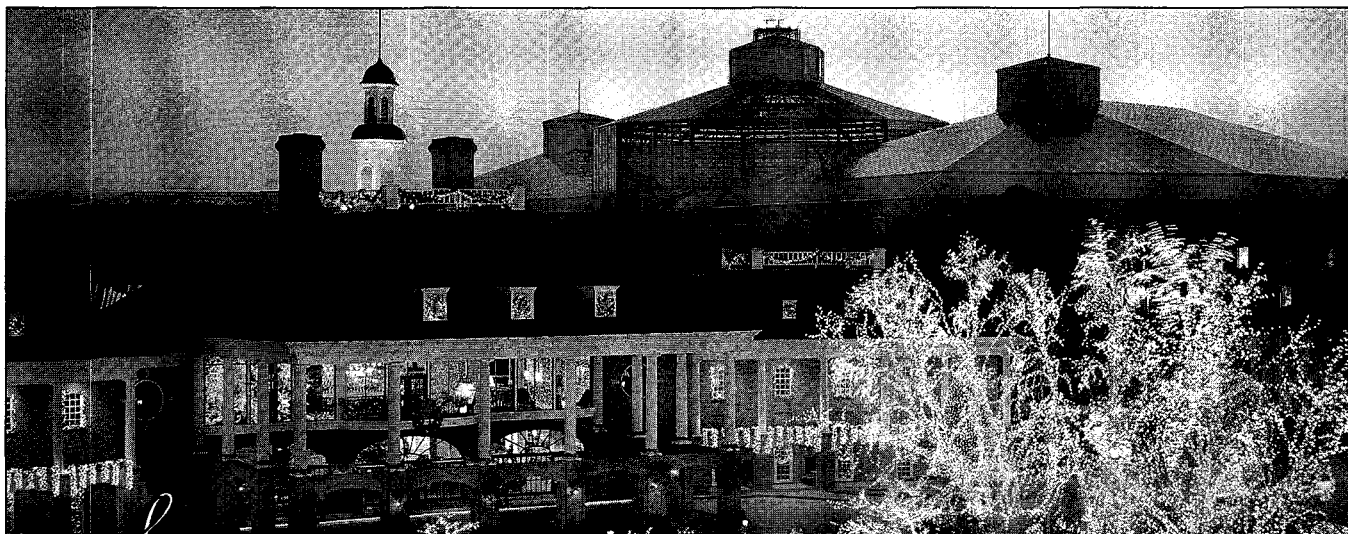
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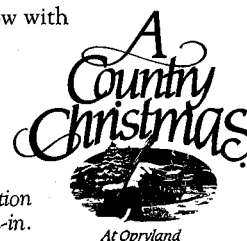
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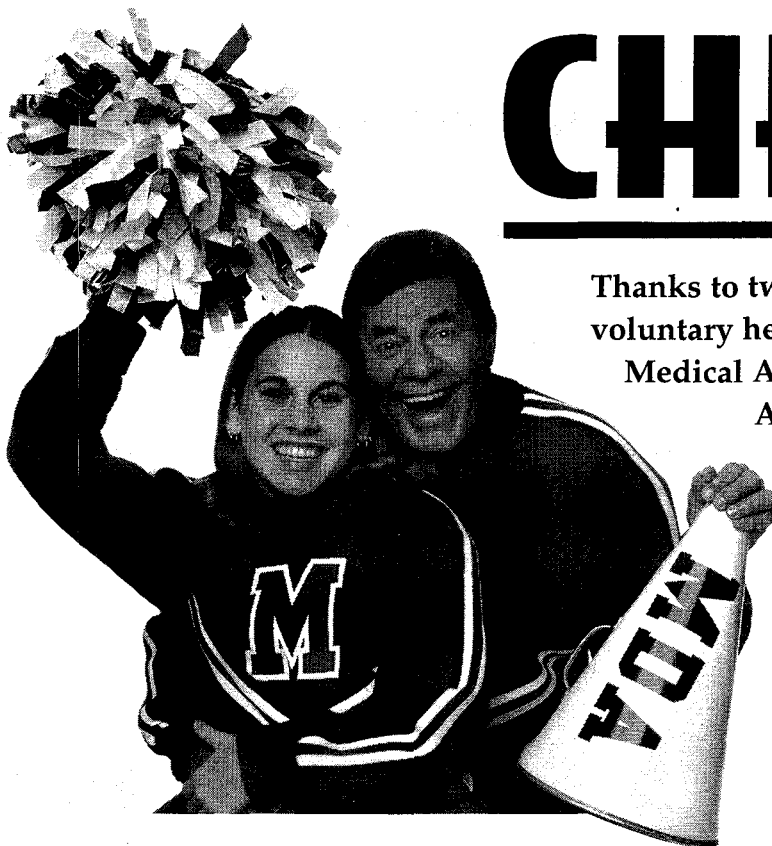
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LET'S HEAR IT FOR VOLUNTEERS!

CONDUCTING A NEEDS ASSESSMENT SURVEY

By James A. Busser, Ph.D.

**Great Programs
Are Only
Commendable
When They Fit
Employees'
Needs**

The success of an employee services department thrives on its ability to fulfill the needs of the employees. Many employee services providers administer needs assessment surveys to gauge employees' needs. Needs assessment surveys can help pinpoint the factors that determine everything from if employees plan to use employee services programs to whether or not the programs fit their needs. Use needs assessment surveys to evaluate current services or to predict if employees will use new programs. The most difficult aspect of coordinating a needs assessment survey is determining which information is needed to plan for the future of your department. Consider the following tips when structuring survey questions.

Collecting Data

There are eight major categories of information that can be collected through a needs assessment. Consider these categories of data collection to determine the information you will need.

Demographic Data

This includes all relevant information regarding the demographics of employees. Demographic data includes age, gender, marital status, residential location, number of family members living at home, number and ages of children, work shift, and job classification. Demographic data is useful in constructing a profile of the needs for particular groups of employees. For example, single employees may be interested in fitness activities, while employees with children may desire family programs. Use this information to focus your program development on the needs of that particular audience.

User Participation Patterns or Current Levels of Use

This category assesses the frequency of participation in existing employee services programs. These data are useful in determining participation trends, i.e., examining if existing programs and services are under- or over-utilized,

given the allocated resources, and tracking changes in participation from year to year. Additionally, this information is valuable when you are faced with the need to purchase additional equipment or to justify requests for new facilities. Registration data is often used to construct participation trends. However, the patterns of facility and equipment use usually are not contained in registration data.

Attitudes of Employees

It is essential to identify the attitudes and beliefs of employees regarding the prominent aspects of your program plans. Attitudes are the employees' feelings related to the importance of various issues or services. Consider addressing employees' attitudes, such as the value they place on family programs, childcare, eldercare, and the opportunity to socialize with fellow employees. The determination of these attitudes may be beneficial in setting objectives and establishing priorities for the employee services department.

Barriers to Participation

Barriers to participation are the constraints that employees perceive as preventing their participation in programs or services. One significant barrier to participation revolves around employees' lack of awareness or knowledge that a program or service exists. Other potential barriers include work schedules, family responsibilities, lack of interest, and lack of convenience. If these and similar perceived barriers to participation are explored in a needs assessment, the programmer can resolve those issues that may prevent employees from participating in programs and services, thereby increasing the effectiveness of the employee association.

Predictions of Future Participation

If you are more concerned with long-term planning, ask the respondents to project their future needs. This is a very useful category of need identification when considering equipment purchases, constructing new facilities or deliberating contractual arrangements to supplement the existing services and programs.

Appraisal of Existing Facilities and Programs

Give your employees the opportunity to rate the quality of existing facilities, services and programs. Use the feedback and evaluation data to prove the need for appropriate changes. In addition, this information provides insight into the current level of employee satisfaction with the association.

Health Hazard Appraisal

Health hazard appraisals are standardized instruments used to evaluate the current health status of employees and to estimate the presence of potential risk factors that are predictors for disease. Risk factors include smoking, stress, family history of disease, high blood pressure, high cholesterol, and poor nutrition. The health hazard appraisal evaluates a respondent's risks compared to national statistics on the causes of death, the employee's medical history and lifestyle. Comparisons are then made with others in the same age and gender group. Use the results of the appraisal to explain specific recommendations to an employee. Results can also indicate potential areas for the development of services and programs.

Areas for Improvement

This component of a needs assessment provides employees with the opportunity to share suggestions or issues related to the association and its programs, services, facilities, policies, and procedures. This willingness to go to the employees for their opinions fosters a dialogue, which indicates a commitment on the part of the association to resolve problems and to provide quality programs.

Collecting Data on Needs

Once you have determined the kind of information you would like to uncover from your needs assessment, the next step is to collect the data. There are many research methods available to collect data on needs. Using research methods to conduct a needs assessment requires specific knowledge and skills in order to ensure that the data collected is valid and reliable. The validity

**Give Your
Employees
The**

**Opportunity
To Rate The
Quality Of
Existing
Facilities,
Services And
Programs**

of a needs assessment refers to the degree to which the information collected accurately portrays the needs of employees. For example, a needs assessment that focuses only on satisfaction with special events is not a valid assessment of overall satisfaction with the employee services department and should not be used as such.

Reliability is concerned with the consistency of the data. Consistency indicates that the information obtained through the assessment truly represents the employees' perspective and is not influenced by outside factors. For example, a needs assessment that asks for overall program satisfaction may get different responses if conducted in the summer versus the winter, especially if there is a strong summer activities program and nothing provided in the winter. If the planner wants to determine comprehensive levels of satisfaction, the reliability of this assessment is doubtful. While several methods of data collection are appropriate for needs assessment, we will focus on the survey.

Surveys

Surveys provide the greatest opportunity to solicit employee input and to generalize the findings from a smaller group of employees to the corporation as a whole. Surveys require expertise from knowledgeable individuals to

questionnaire or the interview guide), (3) the selection of an employee sample, (4) the data collection, and (5) an analysis of the data.

The design of the questionnaire includes the development of the specific questions to be answered by employees and decisions concerning the form of the questions (e.g., multiple choice, fill in the blank). At this stage, determine the directions for completing the survey, the procedures for carrying out the survey and the method of returning completed questionnaires. Pre-testing the data collection instrument is essential to uncovering and eliminating any difficulties that may exist in the data collection procedure. Pre-tests are mini-surveys you can conduct with a small group of employees by administering them the questionnaire and asking them to identify any difficulties in understanding directions, questions, or the type of information solicited.

Sampling is the use of particular procedures that allow you to generalize the findings of a representative small group of employees to the whole corporate workforce. By selecting employees through a random process (e.g., selecting every tenth person from a random listing of employees), the results of the assessment are likely to be representative of the needs of all employees, even though all employees were not surveyed.

In collecting the data from employees, it is important that the cover letter of the questionnaire explain the purpose of the survey and indicate that this information is confidential. It is the ethical responsibility of those individuals conducting the survey to ensure anonymity for respondents. After sending the questionnaire to employees, follow up with phone calls, memos or other methods to continue to solicit the return of surveys. To be considered sufficiently representative, at least 35 percent of the surveys must be completed and returned. Try offering incentives to increase the return rate. For example, the association could offer employees a discount on programs or purchases in the employee store for completing and returning the survey.

Once you have collected and tabulated the data, it can be analyzed. The frequencies and percentages of responses to particular questions

SAMPLE SURVEYS AVAILABLE

Contact NESRA Headquarters to receive sample surveys from NESRA's Resource Library.

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sample survey packet.**

implement them successfully. Consider consulting your company's marketing department or a market research firm. There are five steps in the survey process: (1) an operational definition of the purpose of the survey, (2) the design and pre-testing of data collection instruments (i.e., the


may reveal significantly desirable information. The data should be carefully analyzed to answer the questions and purpose of the survey. These results, then, become the basis for decision making, regarding the needs of employees and the provided programs and services.

Developing a Needs Assessment Report

Compile a needs assessment report and present it to management and employees. The most appropriate method of sharing this report is to compile tables, graphs, and statistics in a manner that is easily understood. Provide a comprehensive report to management and an executive summary to interested employees. Your report should consist of the following components:

- ◆ Title page
- ◆ Executive summary
- ◆ Introduction to the needs assessment study—purpose
- ◆ Overview of methods and procedures
- ◆ Results
- ◆ Conclusions and recommendations

Summary

One of the goals of employee services departments is to achieve high levels of employee participation and satisfaction in company-sponsored programs and services. To facilitate this goal and to act as a successful liaison between the company and employees, it is necessary to understand the current status of employee needs. This is the vital role of the needs assessment, from which the development of programs and services emerge. 

This article is excerpted from Programming for Employee Services and Recreation by James A. Busser, Ph.D. Busser is associate professor and director of graduate programs in the Department of Tourism and Convention Management at the University of Nevada, LV. To order a copy of Busser's book, contact NESRA Headquarters at (630) 368-1280 or nesrahq@nesra.org.

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References

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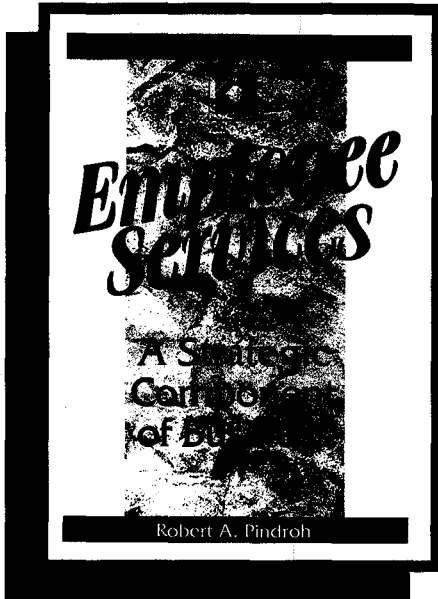
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Growing Your Relationships With Associate Members

By Cynthia M. Helson

If your conversations with Associate Members start and end with, "I'll take a dozen in red. Can you deliver them by next Tuesday?" you and your suppliers are missing opportunities to learn from one another.

Yes, Associate Members know their products, but, they also know much more. By developing relationships with them, you can learn not only about the product, but you can learn marketing strategies, display techniques and so much more.

Whether you are talking with a supplier of jewelry or luggage, many times Associate Members have seen other employee store managers successfully sell their products. For example, Howie Pastroff, manager of wholesale distribution, Rynns Luggage, Pittsburgh, PA, says, "I try to find a way to make the most efficient use of the limited amount of space available in most employee stores. I present store managers with hanging mobile fixtures that they can use to display my products positively."

Associate Members specialize in sales and can offer helpful advice that can translate into increased sales in your store. Mary Lou Antista Suba, sales manager, San Diego Zoo and San Diego Wild Animal Park, San Diego, CA, says she cares about employee stores and their programs. She adds, "I want to help make the store more visually appealing to employees. When I visit stores, I offer suggestions on displaying discount and travel/attraction brochures. I also make recommendations to increase traffic flow by opening up walkways."

Associate Members can also be of invaluable assistance if you are new to a purchasing position. As you learn about the employee store industry, suppliers can suggest time-tested and proven procedures, and they can share with you the names of contacts who can make your job easier.

Capitalize on the fact that you are not your suppliers' only customer. Recognize your suppliers as resources of industry knowledge. They have had experiences with other customers that may result in saving you time and money. Ask them questions about what works and what doesn't work. To help you discover the value of your Associate Members, here are some questions to ask that can lead to more pleasant buyer-seller relationships.

- What employee stores have you visited?
- Why have you targeted your selling efforts to the employee store market?
- Where is the best place to display your product in most employee stores?
- What is the most creative use of your product that you've seen?
- What is the most interesting way you've seen your product displayed in a store?
- What is the best success story you can tell me about a relationship you had with an employee store manager? What contributed to that success?
- Describe your worst story involving a customer using your product/service. What can we do differently to avoid that scenario?
- In your eyes, how can we work together as partners to help each other succeed?
- Can we evaluate our ordering process after a designated period and alter our procedures to better complement our goals?

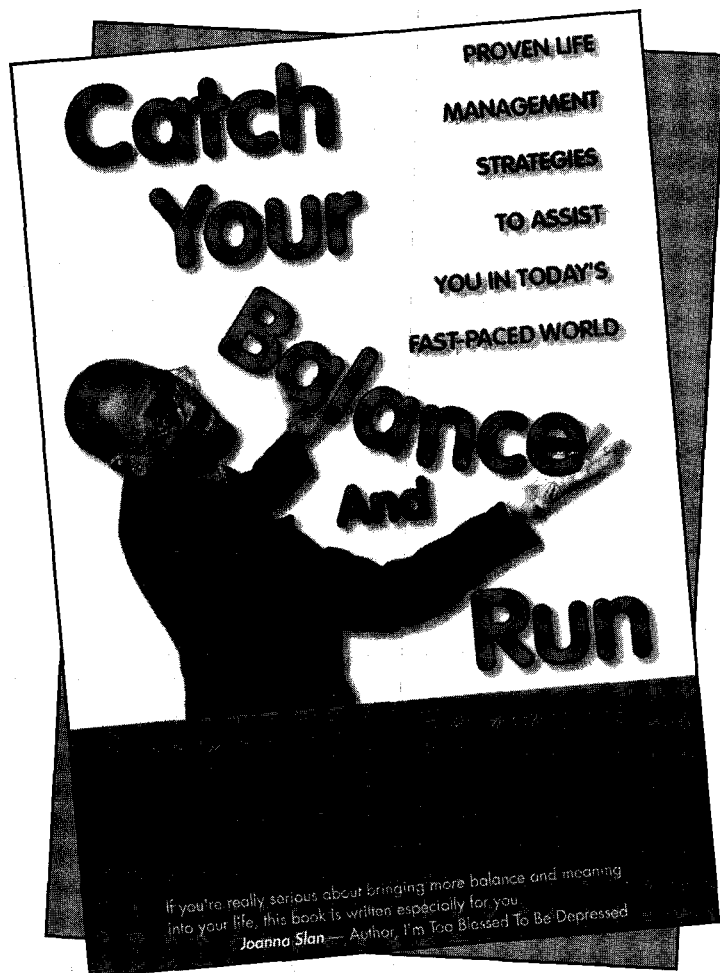
Opening up paths of communication with questions like these can have a positive affect on your relationships with suppliers. Often, Associate Members provide valuable links to peers and networking opportunities. Remember, learning is an ongoing process.



Cynthia M. Helson is director of communications for NESRA Headquarters, Oak Brook, IL. She can be reached at (630) 368-1280 or chelson@nesra.org.



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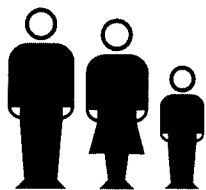
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Empowering Workplace Flexibility

By Michael P. Scott

Over the last three decades, the explosive change in American lifestyles has compelled the workforce to adjust to the population's need for work/life balance. It began with significant increases in the number of women in the workforce. Then, divorce rates and the number of single-parent households rose to historic proportions. Now, commute times to and from work continue to increase, particularly in areas of high population density. The result is many companies are recognizing the importance of flexible work arrangements in addressing the diverse needs of their employees.

Employee services providers are in a position to develop practical solutions to work/life issues. Senior managers will look to you to help your organization head off potential work/life conflicts.

Here are some examples of successful companies aggressively integrating flexibility initiatives into their overall work/life strategy:

- IBM has created a virtual office in Purchase, NY, where employees come and go as they deem necessary, 24 hours a day.
- At MetLife, New York, NY, nearly 90 percent of employees have flexible schedules.
- Bell Atlantic, New York, NY, found that productivity rose 27 percent among those employees who telecommute.
- Renaissance Worldwide, Newton, MA, encourages employees to develop schedules that are consistent with their lifestyles. For example, a parent may leave work at 3:30 p.m. on Wednesdays to coach her daughter's softball team.

- Purdue Poultry, Horsham, PA, permits self-scheduling by production line workers.

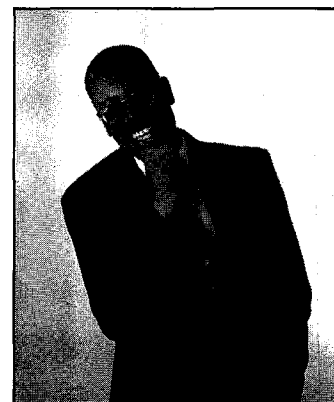
According to the American Management Association, allowing flexibility in scheduling improves work quality. Companies with flexible scheduling options report absenteeism cut by 50 percent.

A strong employee services voice, relative to workplace flexibility, is vital to addressing critical lifestyle issues within your organization. Consider the following building blocks when creating a flexible work environment:

Part-time Employment: Howard Schultz, president and CEO, Starbucks Coffee, Seattle, WA, recognized the importance of this early on, as he built the successful Starbucks Coffee model. He believes part-time work arrangements offer workers the flexibility necessary to balance the demands of life outside of work.

Job Sharing: These arrangements are becoming popular, particularly with working mothers who seek to balance work and lifestyle needs.

Remote Site Arrangements: Look for this to become the wave of the future as companies downsize office space requirements. You may want to prepare for the implementation of remote site arrangements by selling portable phones, laptops and pagers at a discount in your employee store.



Michael P. Scott is a regular columnist for Employee Services Management and has been a frequent speaker at NESRA's Annual Conference & Exhibit, as well as for various chapters nationally. He is the author of the recently released book, Catch Your Balance and Run: Proven Life Management Strategies To Assist You In Today's Fast Paced World (\$12.95 / (630) 368-1280). Contact Michael regarding articles that would be useful in addressing your most pertinent work/life issues at power2u@ix.netcom.com.



Flexible Scheduling/Compressed Work Week Arrangements: These perks were popularized by the healthcare field, when hospitals and nursing homes scrambled to fill open positions for nurses and other healthcare professionals. Flexible/compressed work weeks continue to be attractive to employees as they tend to their lifestyle needs.

Informal Flexibility/Just In Time: Employees occasionally require time off for last minute needs. Training managers on how to effectively respond to employees' time off requests for school programs and doctors appointments can pay off with higher employee morale and worker loyalty.

Conclusion

As an employee services provider, you can help your company adjust to the changing workforce by communicating with your employees and noting their lifestyle needs. Once you identify their common obstacles, choose which flexible arrangements will move your employees towards balanced lifestyles. Remember to track the progress of your programs by documenting increases in productivity and examples of high morale and loyalty to the company.

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(Continued from page 40)

as 2X or 3X. For example, a camera with a magnification of 2X and a minimum focal length of 50mm can successfully photograph images that are up to two times the focal length (100 mm in distance).

Flash Type: The flashes in most digital cameras are internal, limiting the camera's range and adjustability to light sources in comparison to external flash options.

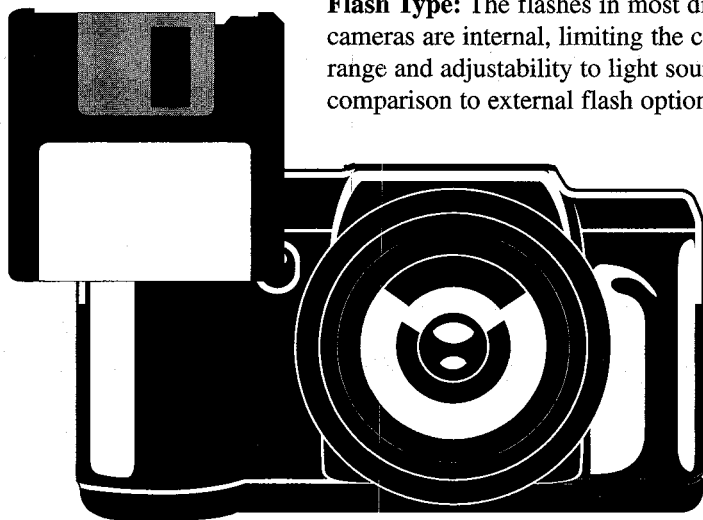


Image Capacity: Refers to how much camera memory is available to store high resolution photos. The greater the resolution, the more memory space is required.

Camera Size: The dimension and weight of most digital cameras fall into one of the following categories:

- **Pocket Size.** Extremely lightweight, less than one pound.
- **Medium Size.** Slightly larger than pocket size, in terms of depth and weight. Weighs between one half and one pound.
- **SLR Size.** These cameras typically have a rectangular body and weigh over one pound.

Using Disks

Instead of film, the digital camera allows photographers to insert a standard 3.5" formatted floppy disk into the camera to store photos. The disk is inserted into the camera, just like it is inserted into the computer. A disk is capable of storing up to 40 photos as .jpeg files, depending on the features the user selects. Floppy disks are inexpensive, reusable and eliminate film and processing costs. After taking the pictures, the disk can be removed from the camera and inserted into the computer.

Computer Programs

Users can view and manipulate their photos from virtually any computer running Windows or Macintosh operating systems. Since the floppy disk storage medium is universally compatible, users can view and exchange pictures. Computers with pre-installed .jpeg viewers, such as those available with Windows '95, will display digital pictures directly from the disk. Otherwise, the user can open the images in almost any graphics, word processing, presentation, Web browser or e-mail program.

Creative Ideas

Consider using these outlets to display your photos and promote your employee services programs.

Website: Web designers can manipulate photos to create eye-catching images. For example, employee store managers can post photos of available items with descriptions of the products and their prices.

E-mail: After enjoying the company holiday party, consider e-mailing attendees some of the photos. Or, use the photos to customize cards and calendars with employees' photos on them.

Presentations: When selling your ideas to management, update important presentation materials with color images of the hottest new products and services available to the employee services market.

Printed Collateral: Desktop publishing programs allow you to display and manipulate digital photos. Consider placing pictures of employees using your services and facilities on brochures and literature.

Conclusion

The digital camera appeals to employee services providers who are looking for creative ways to display photographs. When purchasing a digital camera, look for models that incorporate many camera features, are simple to use and provide high-quality images.

Mary LaFrance is the assistant to the regional manager of the Sony Reseller Group for the Western Zone at Sony Electronics, Inc., Cypress, CA. She can be reached at mary.lafrance@am.sony.com.

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How To PURCHASE A DIGITAL CAMERA

By Mary LaFrance

An effective way to promote your employee services programs is to take photographs at company events and activities, then share them with your employees. Displaying pictures that showcase special events, employee clubs or recreational activities can give your employees a greater sense of unity. Photo scrapbooks and bulletin boards featuring these events can also motivate new employees to participate in your activities.

Photos to be used in newsletters, brochures or websites must be high quality for maximum impact. For this reason, many technology-savvy employee services providers are investing in digital cameras, which produce crisp photographic images that can be easily manipulated on a computer.

Why Digital?

Digital cameras offer the latest in technology and yield high-quality photos. Their easy-to-use format provides the photographer with immediate access to pictures using a floppy disk, without sending them to a photo processor to be developed. Digital cameras range in price from \$200-\$2,500, with a median price of \$450-\$500. However, when considering the expenditure, remember to factor in your savings on developing costs and the immediate availability of the photos. As the popularity of digital cameras continues to grow, they will become increasingly reasonable in price.

"Consumers want to take advantage of the latest technology, but it has to be easy to use," states Jay Sato, vice president of personal video marketing, Sony Electronics Consumer Audio/Visual Products Group, Cypress, CA. "Digital cameras are uncomplicated and practically effortless to use. We load a floppy disk into the camera, take our pictures and can instantaneously load the images onto our computers."

Camera Features

Digital camera features are designed to appeal to a wide range of users. These features can accommodate anyone from the novice photographer to the business user to the graphic artist managing high resolution images. Consider the following features when purchasing a digital camera:

Resolution: The higher the resolution, the better the picture. A resolution can range from a minimum computer resolution of 640 x 480 pixels to a very high resolution of 1,920 x 1,600 pixels.

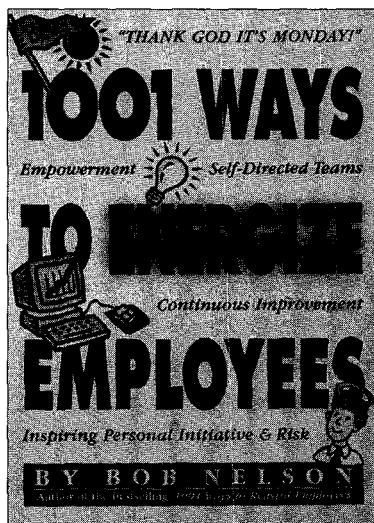
Ease of Download: Refers to how pictures are downloaded to your computer or printer. Most computers will allow you to easily download photos from a disk.

Optical Zoom: The optical zoom feature magnifies the images using a multi-focal length lens. Magnification level is measured in degrees, such

(Continued on page 38)

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Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, published by IDG Books.

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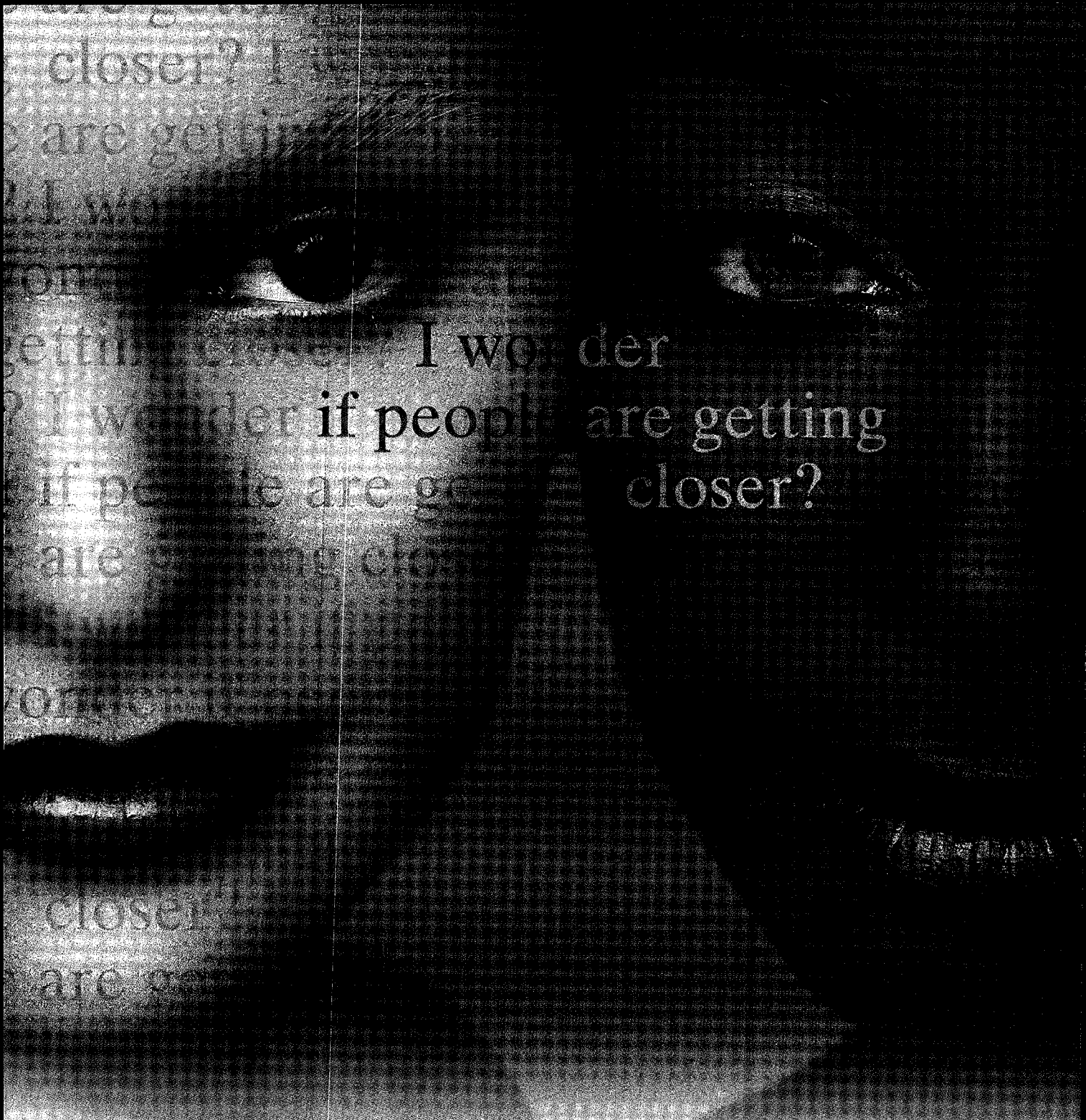
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EMPLOYEE **STORE** MANAGEMENT

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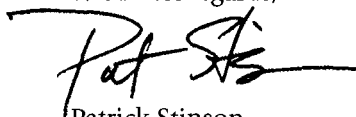
Scents for Less is a national distributor/retailer of name brand fragrances and cosmetics.

Employee Store Management is a once-a-year supplement to Employee Services Management published for the benefit of employee store managers and their staff personnel. Employee stores are exploding across the nation. They are a great benefit to employees, especially today, when employees are out of time to get everything done.

I see employee stores entering another growth spurt as we approach the next century. Store managers are discovering e-commerce concepts and learning how the world wide web can bring high-quality merchandise to employees-quickly, easily, and conveniently. Many store managers are implementing electronic POS systems to provide invaluable data for management decisions. Staying on top of what is hot is important to any retailer, but is especially important for employee stores. Since the store's customers are employees, product mix and appeal have to constantly change.

We welcome your comments and suggestions as you read Employee Store Management. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280 or e-mail at mesrahq@nesra.org.

With best regards,



Patrick Stinson

Publisher

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Employee Stores: More Than a Convenience

To get employees to stay at work during breaks, employee stores become places for one-stop shopping.

Employee stores are more than a convenience. Most companies opened their stores to either showcase company products or to add a convenience factor for their already "harried" employees. Over the years though, the stores also have become a social area to meet, a place to obtain discounts, and an environment to improve the corporate culture through the selling of logo wear items.

"Our employee store is used as a hiring tool for prospective employees," says Lois Economon, manager of employee store, Things In General, General Mills, Minneapolis, MN. "We take the potential employee to see the store on our new recruit tour."

Perhaps the greatest advantage to an employee store is what goes along with the convenience factor. Employees save time by running down to the store at their lunch breaks to pick up dry cleaning, drop off film for processing, get a card for a birthday party and pick up a snack for later in the day. Also important though, is the time the company saves by the employee staying at the workplace. "There have been studies showing that an employee who goes off-site for lunch takes 15 extra minutes compared to the employee who stays on-site for lunch," says Jean Hofmann, national retail manager, Motorola, Schaumburg, IL. "Those 15 minutes may not seem like a lot but if you multiply them by five days a week, times 52 weeks a year, multiplied by the pay for that time and it becomes a substantial productivity savings for the company."

One-Stop Shopping

To get employees to stay at work during breaks, employee stores have become places for one-stop shopping. Most stores have convenience items such as greeting cards, candy, snack items, gift items, newspapers, magazines and books, balloons, flowers, and jewelry.

Unique Services and Products for Employee Stores

- Baby and bridal shower items (decorations and gifts)
- Business card printing
- Electronic equipment (video recorders, cameras, radios, etc.)
- Fresh popped popcorn
- Easy shipping service (employees bring personal packages for UPS shipping)
- Camping equipment
- Vendor shows for jewelry, gift items, leather, books
- Artists' shows

Over the years, the stores have added "services" such as dry cleaning, film processing, gift baskets, alterations, shoe and watch repair and video rentals. Many companies also use the stores to showcase their products and to offer them to employees at a discount. "Our Smart Shop serves as a showcase for our products and displays for our accounts on tours and special visitors," says Marge Albrecht, plant employee card shop coordinator, American Greetings Corp., Cleveland, OH. "It also allows our associates to purchase our corporate products at a discount."

The stores have become a place to get discount tickets, place catalog orders, purchase postage stamps, and to socialize. "Our store gives employees a place to come to for a break," says Carol Remington, manager of employee services, Global One, Reston, VA. "They can visit with other employees and the store shows employees that the company cares about them for more than just working at their desks."

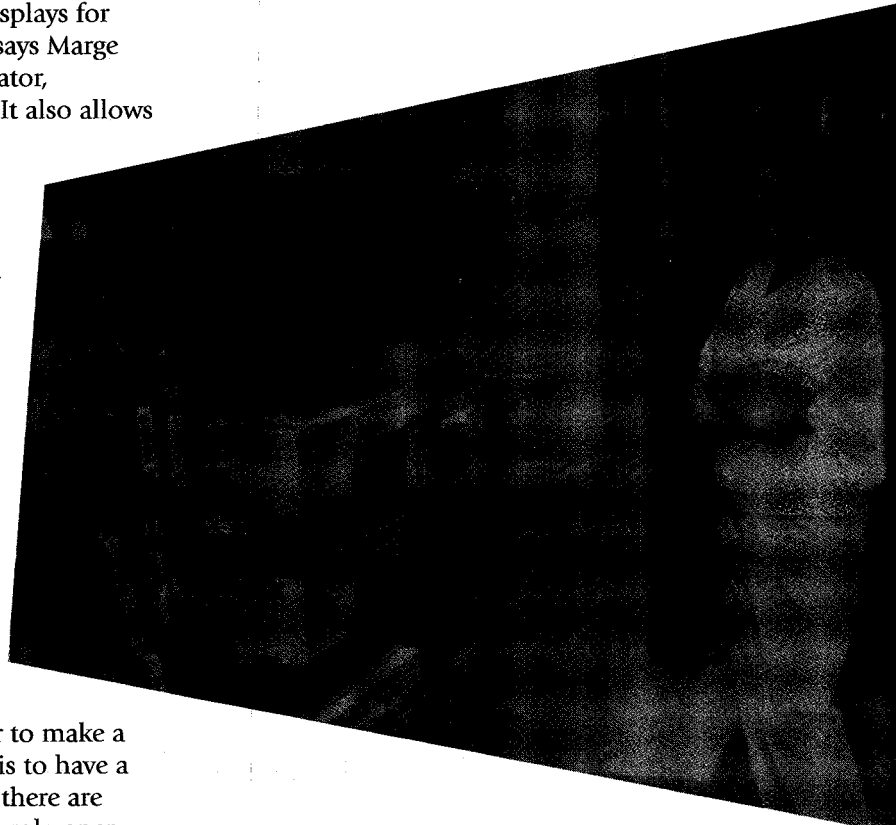
Size Doesn't Matter

Employee stores come in a variety of sizes. A store can be no larger than 200 square feet to as large as over 4,000 square feet. There is a certain number of employees needed in a given region in order to make a store or potential store profitable. "My goal is to have a store in every one of our locations in which there are over 2,000 employees," says Hofmann. Motorola oper-

ates 14 stores all over the country ranging in size from 200 - 1,500 square feet. "We run the stores as a business. We are expected to make a profit. With benefits and labor costs it is too difficult to keep the profit up if the head count isn't there."

Hours also fluctuate with employee stores. Some are open all day (between at least 7:30 a.m. - 6 p.m.) Monday through Friday. Others are open in shifts, for example, 6 - 9 a.m.; 11:30 a.m. - 1 p.m.; 3 - 5 p.m.; and 8 - 9 p.m. Others stores even are open on Saturdays mornings. It depends on the employee population's hours and the store's location. "Our recreation and fitness center's store is open evenings from 4 - 8 p.m. and on Saturdays from 8 a.m. - 12 p.m. to accommodate those employees and retirees using the center," says Jerry Gerharz, business support services manager, S.C. Johnson and Sons, Inc., Racine, WI. The company has six stores: four in Racine, WI; one in Fresno, CA; and one in Bay City, MI.

Whether or not a store makes a profit depends on how it is operated. If it is run as a self-sustaining business it is expected to make a profit. If the store is run by an employee association, as is the case of Honeywell Employee Club's store in Minneapolis, MN, the store generates a surplus above expenses, which is put back into the employee club. "Our employee club is a not-for-profit association so the store needs to make enough money to cover its expenses," says Bob Crunstedt, executive director. "The Honeywell Employee Club operates two stores that contribute their surpluses to the association."



Miller Brewing Company's employee store, Wooden Barrel, Milwaukee, WI., comes under the human resources department but is operated by outside contractors, who also manage and operate the cafeteria. "The outside contractors provide me with a profit and loss statement and consult with me on inventory," says Sue Rowe, corporate employee programs specialist. "Their salary is based on their sales so they are motivated to make a profit. We carry our sister companies' products so the outside contractors will consult with me on conflicts with family products. But they operate and manage the store and its staff."

Looking For Ideas

Staying on top of what is hot is important to any retailer but is especially important for employee stores. For the most part, employee stores have a select number of employees on which to draw as customers. If a product line doesn't sell to the employees, what can a store do? If they have stores in different states, the product can be shipped to another store to see if the product sells better somewhere else.

Conferences, gift shows, sales representatives and visiting other stores are all ways for employee store managers to get new product ideas. "All of us store managers in the Twin City Minnesota area meet on a quarterly basis at each other's stores," says Susan Daust, manager of employee store, Ceridian Corp., Bloomington, MN. "We will be moving to a new store in about a year so when I shop I make a mental note on displays, products, etc. that I see in a store. One thing I saw that I will incorporate into the new store is a counter that has tiers for newspapers, impulse items and other counter items. The front counter will be more workable with drawers for photo processing and similar items. I want our front counter to be more organized and less cluttered."


"When I am ordering I go with my gut instinct in a lot of cases," says Cheryl Kappes, customer program

manager, Honeywell Commercial Aviation Systems, Glendale, CA. "Our store policy though is that as soon as an employee enters the store she will know it is a Honeywell store. Seventy-five percent of our products are Honeywell manufactured products or logo wear."

Store Challenges

Store managers have many of the same challenges as other retail shops. Staffing, profits and product mix all are concerns for store managers. One unique consideration for employee store managers is their customer base. Since the store's customers are

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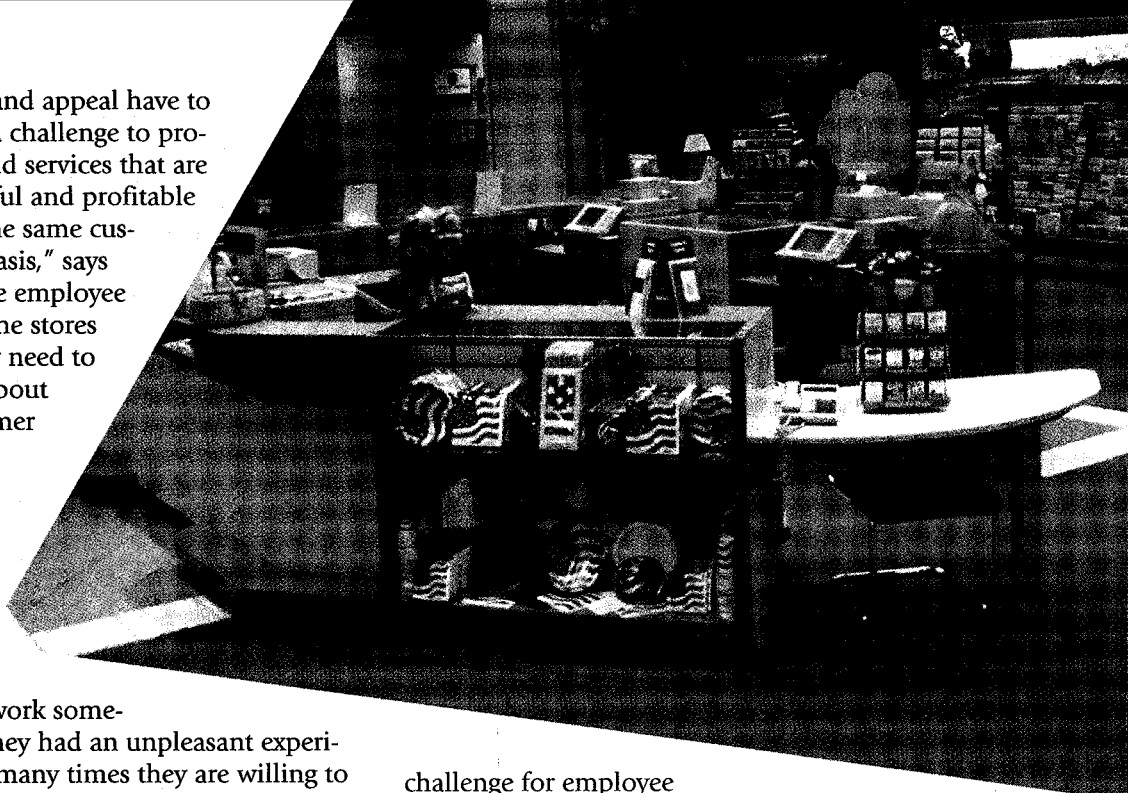
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employees, product mix and appeal have to constantly change. "It is a challenge to provide a mix of products and services that are not only appealing, helpful and profitable but to provide them to the same customers on an on-going basis," says Crunstedt. "When we hire employee store staff we stress that the stores need to be fresh and they need to have a positive attitude about providing superior customer service every day. If an employee gets upset with the store staff, criticism travels quickly among the workforce, and they will still see each other continuously. It is not like the employee will go to work somewhere else just because they had an unpleasant experience with the store. And many times they are willing to tell all their co-workers about it too."

Keeping on top of employees' changing needs are a



challenge for employee store personnel. "We used to operate more as a dollar-item type store but now our employees want nicer, more refined items," says Randy Schools, president of Recreation and Welfare Association, National Institutes of Health, Bethesda, MD. "Humor items have increased in sales as has logo apparel items in stone colors. You have to stay abreast of what is popular to meet your customers' wants."

The Future

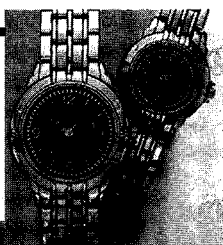
"I think the store is headed toward a more concierge environment," says Crunstedt. "This means more services and products that help employees manage all their work and personal priorities."

At the end of the day, all the challenges are worth it because employee stores provide a convenience and much more to employees. "We provide a valuable service in addition to a convenience for employees," says Kappes. "We have quality merchandise and entertainment for our employees."

"Employee stores are exploding across the nation. They are a great benefit to employees, especially where we are at now; employees are out of time to get everything done. Employees can buy last minute gifts or even managers can get a small gift from the store to recognize an employee. Management understands that rewards, recognition and benefits are important."

Karen G. Beagley is a freelance writer in Downers Grove, IL. She can be reached at Kbeagley@aol.com

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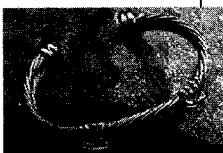


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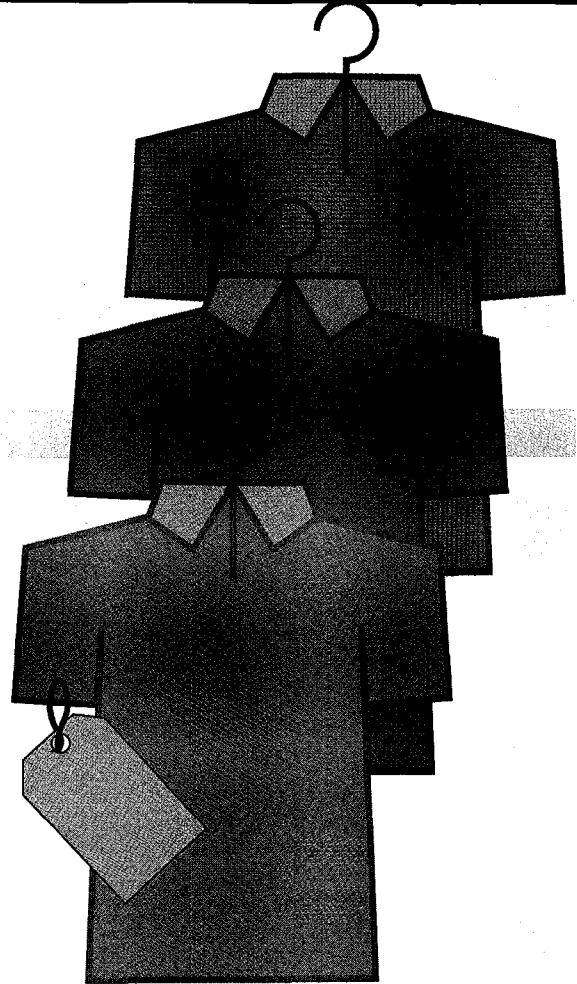
Getting the right configuration of both hardware and software for any retail environment is critical.

Gone are the days when all a cashier did was ring-up a customer's purchase. Today cash registers are giving way to electronic POS systems and retailers are marveling at their capabilities. Now they are exploring the potential of, and investing in, networked computer systems that provide vital information to automate store operations, help maintain perpetual inventory systems and provide invaluable data for management decisions.

When it comes time to implement an electronic POS system, employee store managers should take into consideration three important groups of users:

1. The customers - A shopping experience should be helped, not hindered, by the system. Efficiency of operations must not overshadow the impact of the system on the customer. British Shoe Corporation made a conscious effort to focus on the customer prospective when designing their system, rather on the needs of senior management. Those who had the responsibility of designing and installing the system had to do it with the end-user in mind. This shift in focus resulted in a more business-oriented response from individuals who in the past had a strong technical orientation.

2. The employees - Retail employees should be provided with accurate, up-to-date information. It should not be necessary for them to go back and forth between the sales floor and the stock room to get this information. They should be able to use the POS system to quickly look up prices or check on the availability of inventory without leaving the customer's side. A POS system can also simplify the check-out process. Save Mart Supermarkets in Modesto California projected a 20% increase in their cashiers' productivity when they implemented their system. Care, however, must be taken when adding features to an electronic POS system. The use of these features should not slow down the system's primary purpose, transaction processing at the check-out counter.



3. Management - Timing is crucial when making business decisions for the store. Whether it be operational, tactical or strategic decisions, accurate and up-to-date information is critical for success. Current sales information by product, indicating how much was purchased at a particular time, at a particular price, and at a particular place, helps to develop a forecast of future needs. Forecasting is not easy, and yet it is extremely important when stocking shelves, introducing new products or even expanding the store. Such information provides insights as to what must be done and when it should be done. There is nothing worse than a manager coming to the realization, "O my gosh, I forgot".

Personnel and Merchandise

Today's electronic POS systems are designed to do more than just process transactions at the check-out counter. They can be used to link the back-end supply chain with the front-end demand chain. When considering this integration, two important aspects must be kept in mind, merchandise and the personnel who handle it.

Merchandise can be differentiated based on when it enters a store and when it leaves. These are called the input and the output stages. Personnel also need to be differentiated in terms of their relationship with the merchandise, whether it be making sure that merchandise is available for the customer or it be the selling of the merchandise. These are referred to as the support and the sales functions.

The two-by-two diagram below shows the interrelationship between personnel and merchandise. Inside

each box are important considerations for the implementation of any electronic POS system. POS is no longer just identified with ringing up sales (Sales /Output). Management must consider which of the other three cells of the matrix are also to be included and to what extent.

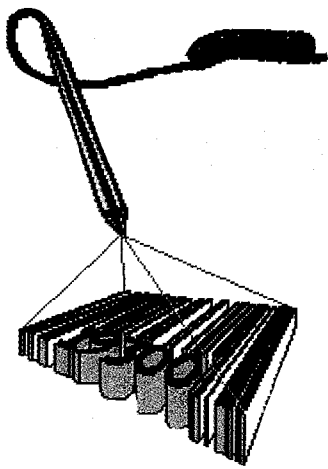
Acquisition - Support Personnel Handling Incoming Merchandise

In order to handle the acquisition function, the POS system must be more than just a dedicated PC used for ringing up sales. A networked system of computers, including a server to handle the operating system and master data files, must be implemented. With this additional computer power, support personnel can order merchandise, manage inventory, document the receipt of goods and control the receipt and payment of invoices.

The ability to include these back-room functions in the POS system comes with a price. Each computer in the network must have access to the master data files and special software is needed to effectively handle the integration of store activities. In addition, procedures and safeguards must be put into place to assure that designated personnel be identified to carry out each function and that others not have the ability to inappropriately do so.

Implementing a networked POS system is significantly more than just adding on additional hardware. Technical support and training take on a much higher level of importance for the successful use of a networked POS system.

Interaction of Employees and Merchandise			
	ACQUISITION	DISPLAY	
Support Personnel	<ul style="list-style-type: none"> • Ordering • Receipt of goods • Verifying and paying invoices 	<ul style="list-style-type: none"> • Pricing merchandise • Accurate shelf prices • Promotions and sales 	
	SPECIAL HANDLING	CHECK-OUT	
Sales Personnel	<ul style="list-style-type: none"> • Back room availability • On-order status • Special Orders 	<ul style="list-style-type: none"> • Electronic payment systems • Bar code readers • Transaction speed 	
	Merchandise Input		Merchandise Output



A special technique that can be applied here relates to the determination of lead time for each item of inventory carried. Knowing the sales history of an item, compute the average number sold per day. Use prior orders, or contact the vendor, to get an estimate of the number of days it will take to receive the merchandise once an order is placed. Add to that the number of internal days required to write an order and to prepare goods for sale once they are received. Multiply the average number sold per day by the total number of days, and you have the reorder level for that item of merchandise.

For example, an item that has an average sales of 4 per day and a total reorder time of 20 working days will require that an order be placed when the inventory level reached 80 units.

If average sales can be calculated with data collected by the POS system, and the total reorder time for each item is known and stored in the computer data base, support personnel should be alerted by the system whenever a reorder is required. The new goods should arrive about the same time the stock on hand is depleted.

In order to minimize the probability of stock-out, safety stock can be added to the reorder level to cover unexpected contingencies. For example, a safety stock of 20 might be added to the inventory level of 80 for the item described above making the reorder point 100.

The amount of safety stock can be determined for each item of inventory based on the willingness of the store manager to carry a higher, and more costly, level of inventory in order to avoid stock-outs. This trade-off could differ from one item of merchandise to another.

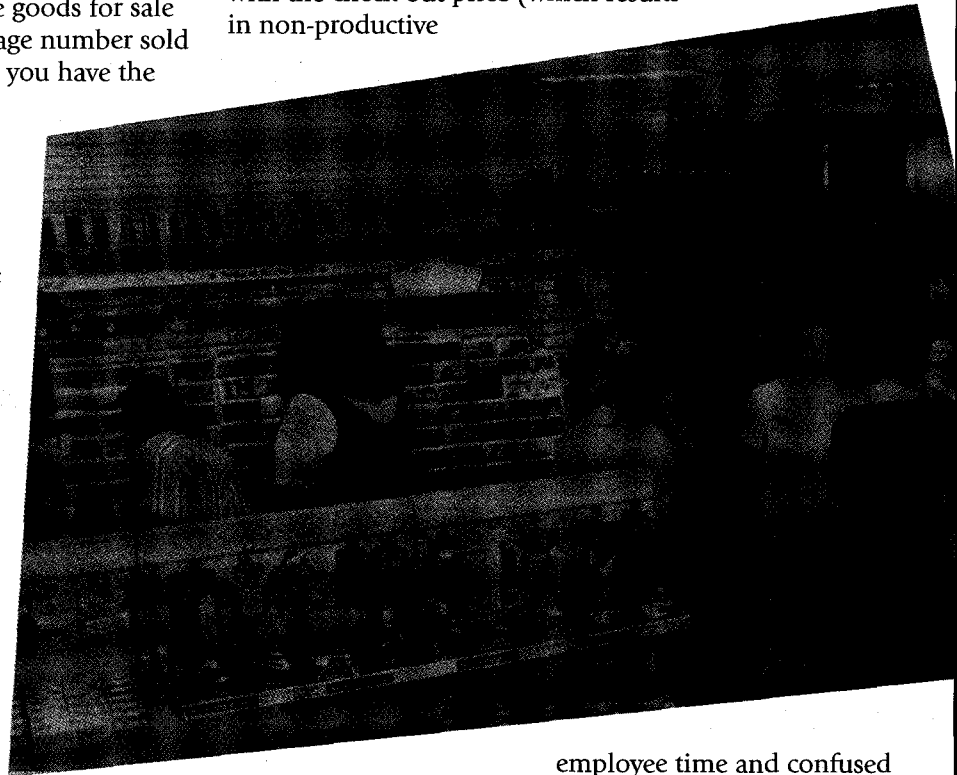
Display - Support Personnel Handling the Sale of Goods

When merchandise is moved from back-room inven-

tory to the store shelves, it must be bar-coded and correctly priced. Often the manufacturer provides a bar code on the item or on the package. Support personnel must assure that the correct price of each item is entered into the system and linked with the bar code identifier. If the price of the item changes to reflect a mark-down or a sale, the new price must be entered into the system in a timely manner.

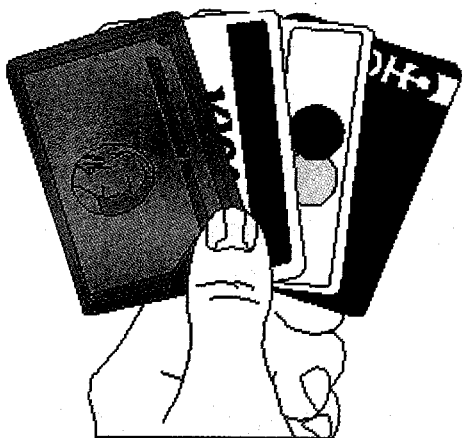
In addition, accurate prices must be maintained on the shelves. This is especially true if a price is not affixed to each item displayed. Without a price on each item on a display shelf, the customer must depend on a shelf price to help decide whether or not the item should be purchased.

Two special techniques can be applied to make sure the customer is provided accurate pricing information. The first is a computer program that will automatically print one or more shelf price labels whenever a new price is entered for an item. With the shelf labels automatically printed and placed on the shelves in a timely manner, the probability of having a shelf price conflict with the check-out price (which results in non-productive



employee time and confused customers) will be greatly reduced.

The second technique is based on the use of a bar code reader the customer can use. The reader is either mounted on a wall or installed in a kiosk and is an integral part of the POS system. The customer places an item under the reader so that the bar code can be scanned. On the screen appears the name of the item and its price. Customer satisfaction is improved through instant access to accurate pricing information, and labor expense is reduced since the assistance of store personnel is not required.



Special Handling - Sales Personnel With Incoming Merchandise

There are occasions when customers inquire into the availability of items not found in the store. At this time, sales personnel must verify whether or not the item requested is in inventory or is currently on order. A networked POS system can provide this information without requiring the salesperson to leave the floor to search the back room or to ask support personnel when a new shipment is expected.

If the item is neither available for sale nor on order, the salesperson may have to initiate a special order for the customer. This requires filling out forms and pulling together special ordering information. The procedure is time consuming. In this situation the salesperson is involved with an extraordinary process that is labor intensive.

A special technique would be using the computer to check on the availability of merchandise, and when it is expected to arrive if ordered. This capability could allow the salesperson to give real-time status information to the customer as well as provide assistance with the placement of a special order. All pertinent information, including customer name and phone number, would be entered by the salesperson and the customer could leave with the satisfaction that everything had been done to provide the merchandise requested.

Check-out - Sales Personnel Handling the Sale of Goods

This is the function that is usually associated with electronic POS technology. It is where the customer exchanges money, in one form or the other, for merchandise. Sales personnel handling the transaction must be equipped to accept payment in several forms.

Gone are the days when a cash register was rung and cash placed in a drawer. Today, with electronic POS equipment, the customer can use a check, a credit card or a debit card in lieu of cash. The system not only records the sale, but verifies the authenticity of the customer and the amount that can be accepted from that customer in a

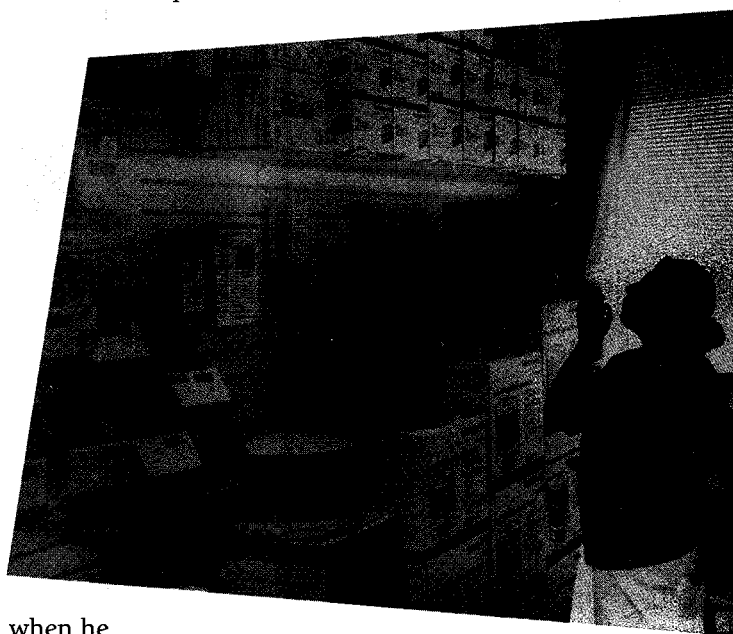
non-cash medium. This results in the computer "calling" another computer over phone lines to verify the customer and recording the details of the transaction.

As sales data is captured, usually through the scanning of a bar code on each item, inventory levels are adjusted inside the computer. This is the "two-fer" value of an electronic POS system. With a single input two operations, check-out and inventory control, are accomplished. If the system is used correctly, a real-time inventory can be obtained for every item of merchandise offered for sale in the store.

Fast as this is, a networked POS system could produce delays on busy shopping days. Before POS each register was an independent station. Now they compete for access time in the central processing unit and packet time over the phone lines. A transaction cannot be finalized until all transmissions have been completed, acknowledged and verified. This can produce the "down-time" effect at the check-out counter where both salesperson and customer impatiently stare at the electronic devices waiting for the transaction to be completed.

Two special techniques can be applied here. First is the use of scanners and readers by the customer prior to reaching check-out. In this way electronic payment can be verified and the scanning of merchandise started prior to reaching the bottleneck of the check-out counter.

Bill Homa, chief information officer of Hannaford Brothers in Scarborough, Maine described the potential of customer operated scanners



when he said, "I'm not sure if this will be a future trend or not at this point, but many chains are looking at self-checkout technology."

A second special technique is an important "given" in the minds of both retailers and customers. This has to do with the security of sensitive data. We are all familiar with wire taps from television and the movies. Digital

data can be tapped as easily as conversations and could be used to the detriment of the store and/or the customer.

Messages sent over phone lines can be encrypted at the time of transmission and decrypted at the time of receipt. The encryption must be secure enough to protect confidentiality and authentication. Secure Electronic Transmission (SET) protocol has been used by VISA and MasterCard since 1997 and is touted as the next generation standard for safe transmission. The encryption algorithm is so secure that it is estimated that it would take several years and over a million dollars to crack it.

Wal Mart is so confident of its electronic data security that it offers a security guarantee that, if fraudulent charges are made as a result of an electronic transmission while shopping in one of their stores, the company will see to it that the customer is reimbursed for the amount that is lost.

Summary

Electronic POS technology offers many advantages to both the retail store and its customers. However, it is not as simple as plugging in a new cash register. The more functions you have the system take on, the greater the need for system balancing and user training. Getting the right configuration of both hardware and software for any retail environment is critical. You cannot tell people that their shopping experience will be hampered or delayed because of computer problems.

Also well documented procedures and adequate training are required to get maximum performance out of a system. A store can have the best possible POS system, but it will neither work as intended, nor generate the promised savings of both time and money, if the users of the system lack the necessary information and skills.

Customers impatiently waiting in line may view a slow POS system as an impediment, an add-on that

offers them no real benefit, or even a evil that must be accepted as the price of shopping at that store. But as balance is achieved and both sales and support personnel acquire the necessary competencies, electronic POS can become a true tool of retail transactions whose possibilities appear to be almost limitless.

Dr. Thomas F. Penderghast is a management consultant and a Professor in the George L. Graziadio School of Business and Management at Pepperdine University. He has given presentations at three NESRA National Conferences, including the recent Conference in Las Vegas. (E-mail address is tpenderg@pepperdine.edu)

All Gain, No Pain

Internet Promotional Company Store

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Store Fixturing: A Continuing Payback

The money spent on proper store design should be looked at as an investment, not as an expense.

Numerous studies and articles on store design and fixturing confirm that providing an attractive, comfortable, and rewarding experience for the shopper will result in his or her feeling more at ease, self-confident, happy, and enthusiastic. A customer who is motivated to linger and browse a little longer will buy more, return again, and use the most powerful form of advertising — word-of-mouth — to attract other customers to your store. In a nutshell, good selling environments create happy, satisfied customers.

In this article we are going to take a closer look at the finances of store design and fixturing. You have probably been wondering about how much all of this is going to cost. The simple answer is that it *shouldn't cost you anything*. On the contrary, if everything has been carefully planned, a renovation should more than pay for itself with increased sales and profits, and the more wisely you invest in your store design, the larger your return will be. Studies and the experience of retail design firms and fix-

ture companies verify that remodeled stores can outperform their predecessors by 10–40%, often without increasing floor space or inventory. And the increase in sales will probably not require an additional fixed expense, since rent, utilities, and salaries usually remain the same. Simply put: The money spent on proper store design and fixturing should be looked at as an *investment*, not as an *expense*.

A Few Examples

A retailer in Maine moved one 3500 square foot location to another location of the same size. The owner invested in new fixturing, but added no additional inventory and obviously no additional square footage. When he reopened, his customers commented that they thought that the new store looked bigger and that he had more inventory than before. Another store in Baton Rouge, LA renovated its 2000 sq. ft. space and immediately saw a 20% sales increase.



But here's the ultimate case history. The Library Limited, a bookstore in Missouri, had a 6000 sq. ft. store. It expanded to 7000 sq. ft., upgraded its fixturing, and immediately saw sales increases in the 30-50% range, *without adding any new titles*. A few years later it grew to 33,000 sq. ft. Obviously this time it added more inventory, but its sales also grew by 120%. Two years later, the store took advantage of an opportunity to grow to 53,000 sq. ft. Because it needed to spend all of its investment on the store expansion and display, it didn't add any additional inventory. Yet because of the improved quality of its merchandising, sales grew another 50%, on top of the 120% it had experienced earlier. One Monday morning, the owner called to say that he had just had a weekend where his sales exceeded the previous year's by 85%, and added, "That tells you something about the power of display, doesn't it?"

Payback Model

Included with this article is a "Store Renovation Payback Model." While the emphasis in the model is on renovation, the principles apply to new store start-ups as well. As you can see, we have elected to use a 1500 sq. ft. store which currently generates sales of \$150.00 per square foot at a gross 40% profit margin. Our remodeling costs include leasehold improvements (paint, carpet, etc.) and fixtures for a total of \$30,000. We are making the conservative assumption that the renovation will increase sales by 10%. Keep in mind that operating costs will remain the same. Thus, in our example, the increase in sales generates \$9,000/year in additional profit. Therefore, the renovation pays for itself in a little over three years. Another way to look at this is that the \$30,000 investment yields \$9,000 annually, or a 30% return! PLUS: The initial investment will continue to generate the increased margin dollars *well beyond the payback period*.

Now that you have recognized the importance and financial feasibility of good store planning, you are probably saying to yourself, "So how do I accomplish all this, considering the time and expertise that is required to do this correctly?"

Seek Expert Advice

The answer is quite simple: rely on the services of an expert. There are consultants, store designers, and architects available to assist in this type of project. Cost associated with these individuals will vary depending upon the extent of their involvement. Fee structures fluctuate considerably but might run in the neighborhood of a \$5000 to \$15,000 flat fee

charged by a retailing consultant, \$1 to \$5 per square foot of retail space charged by a professional store designer, and 5% to 15% of a total project cost billed by architects.

In addition, whether you are utilizing a professional designer or not, many store fixture companies can provide assistance with store layout and fixture selection at little or no cost. But the bottom line is this: Regardless of whom you choose to utilize, be sure to use a specialist who understands retail. There is a big difference between someone who can build shelves and counters and someone who understands all the requirements of successful retail display. So rely on a specialist who can become your store construction department, plan ahead, and have fun!

Arthur King is Director of Marketing for Franklin Fixtures, Inc.

STORE RENOVATION PAYBACK MODEL

Store Size - 1500 sq. ft.

Before Remodeling

Sales Per Square Foot	\$150/sq. ft.
Annual Sales	\$225,000/year
Gross Margin Percent	40%
Gross Margin Dollars	\$90,000/year

Cost To Remodel

Leasehold Improvements	\$7.50/sq. ft.
New Fixtures	\$12.50/sq. ft.
Total Cost Per Sq. Ft.	\$20.00/sq. ft.
Total Cost	\$30,000.00

After Remodeling

Percent Sales Increase	10%
Sales Per Square Foot	\$165/sq. ft.
Annual Sales	\$247,500/year
Gross Margin Percent	40%
Gross Margin Dollars	\$99,000/year
Increase In Gross Margin	\$9,000/year
or:	\$750/month
Simple Payback	40 Months (Cost/Increased Margin
or:	3 1/3 Years

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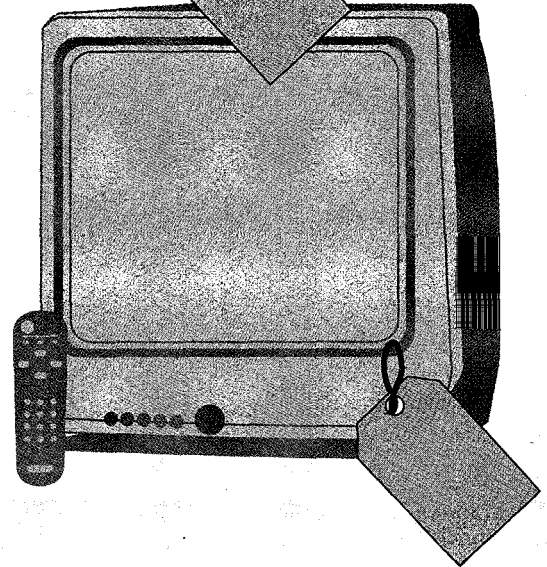
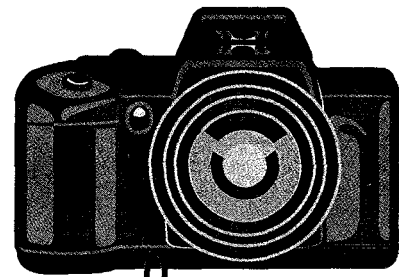
Technology has enabled us to expand our geographic reach, satisfy a broader group of customers and increase the efficiency of our business.

Last May a customer visited the HP Company Store Web site, ordered a \$62 logo sweatshirt and saw it arrive on his doorstep within days. For a store that earned over a million dollars in sales in 1998, 60% coming from the web, the transaction was far from unusual — except perhaps for the shipping address — the Falkland Islands.

Joe Giarrusso simply sees such an order as further proof of the store's growing visibility across the globe — beyond areas which boast high HP employee populations. A manager in HP's Employee & Community Programs (ECP) department, Giarrusso oversees the HP Company Store's operations and has been instrumental in building its sophisticated web presence. "There's no question that we've transformed the store's business by focusing on the web," Giarrusso observes. "Technology has enabled us to expand our geographic reach, satisfy a broader group of customers and increase the efficiency of our business."

Today, the HP Company Store regularly receives online orders from customers in such far-flung locations as Germany, England, Japan and Mexico.

Not bad for a company store that had its modest beginnings ten years ago in an employee cubicle. In 1993, the "store" consisted of a few HP logo merchandise items sold two days a week by the ECP department. The store soon outgrew its no-frills space, needing room to house a growing inventory as employee and divisional demand for merchandise burgeoned.



The store's web site has drawn kudos for its easy, intuitive navigation and high-quality, color product photos.

HP.com Home	HP Products	HP Services & Support	Buy HP
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HP Company Store

Visit our Sunnyvale, California store...



Hot Sale Items!



What's New!



Visitor Orientation



SEARCH ASSISTANCE

HP Store HOME

What's New

About the Store/FAQ's

Apparel

Desk & Office Items

Sports & Leisure

Accessories & More

Events & Trade Shows

HP Star

K-12 Education

HP for the World

Sale Items

Gift Certificates

Price Search

Index

Ordering Info

Special/Custom Orders

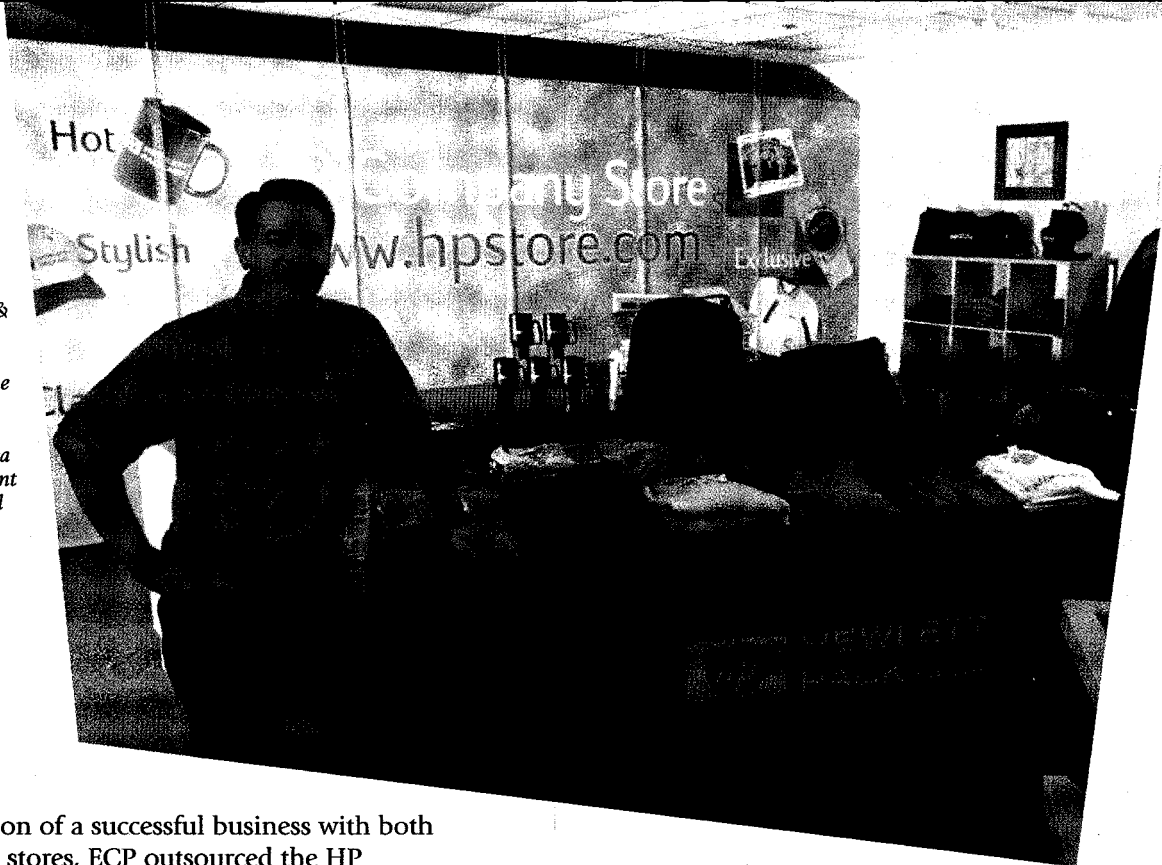
Map to Store

Feedback

Show Cart

Joe Giarrusso, Employee & Community Programs, helped define the clean, modern look and feel of the HP Company Store's Sunnyvale, CA location. The store provides Bay Area employees with a convenient place to try on apparel and pick up last-minute gifts.

Michael Easley of Hewlett-Packard Company



To fulfill its vision of a successful business with both online and physical stores, ECP outsourced the HP Company Store in 1993 to Eder Marketing, a full-service

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marketing company based in Palo Alto, CA. Eder assumed the merchandising, ordering, distribution and warehousing of goods. In addition, the company developed an external web site from which anyone could view merchandise, securely purchase items and place special orders. To complement the web site, the store's first retail space opened in Palo Alto, offering customers a place to try on merchandise and receive in-person assistance.

Redefining Success

In 1999, the HP Company Store seized an opportunity to redefine itself once again. Another program in the company provided logo merchandise to a different audience: channel marketers, or resellers of HP products. The channel marketing program offered different items from the HP Company Store, had its own web site and used St. Louis-based Maritz Performance Improvement Company to run the program.

A review of the success and respective competencies of each program led to a major business decision: In April 1999, the HP Company Store consolidated its business and web site with the channel marketing program. With this marriage, a larger, world-class store was born. Maritz was selected to operate the new HP Company Store and create new physical and web stores.

"The consolidation increased the audience three-fold," explains John Marsh, Maritz account manager. "The primary audience for the former HP Company Store was employee buying for picnics, company pride, gifts, milestones, etc. Now we also reach out to business channel partners and consumers — product end-users."

The former HP Company Store web site allowed for easy searching, viewing and purchasing of products. Employees, retirees, customers frequently visited the online store to browse and shop. So when Maritz and HP faced the challenge of consolidating two businesses and web sites, they asked the question: How do you improve on a good thing?

Building a World-class Web Store

To start, Maritz and HP determined which site features to preserve. Ultimately, about 75% of the functionality from the old HP Company Store site was continued, including item searches, close-up, color product images and a feedback tool. Users view, delete or add items to one's "shopping cart" with a single click and may choose from several shipping and payment methods.

One significant improvement was a relational database on the "backend" that allows the user to conduct segmented searches, using a number of criteria (e.g., price, category, key words) to pull up items that may be cross-listed in several categories. For example, a black computer backpack embroidered with a gold HP logo appears in "Accessories & More," "Sports & Leisure" and "Desk and Office Items." Images are high-resolution, providing sufficient visual detail for even the choosiest of online shoppers.

Beginning in November, customers will be able to get real-time information about specific items — find out how many of the HP hats they want are in inventory, or if they're out of stock — to inform their purchasing decisions. And more valuable enhancements are in the works, such as order tracking all the way to the customer's door. Customers will soon be able to input a reference number online and find out exactly where their order is in the delivery chain.

The large HP Company Store product selection has always included apparel, office items and carrying bags. Recently, other items have been added to the mix, such as children's clothes, flashlights, beach towels and golf gear. "Our customers drive the product selection," explains Giarrusso. "And with the feedback tool via the web, it's easy for them to send quick comments and suggestions. We get requests for everything from bumper stickers to bathing suits."

Getting Closer to the Customer

Web stores such as HP's bring high-quality merchandise to customers — quickly, easily, conveniently. But web sites can also provide valuable insight into the customer's buying behavior. When individuals purchase online from the HP Company Store, they are asked to indicate whether they are HP customers, resellers or employees, information that helps Maritz and HP gauge the sales coming from each market segment. And in a tactic borrowed from Permission Marketing 101, users may add their name to a database to receive e-mail notification of new products, sales and promotions.

Do your research before plunging in to build a Web store.

- Identify the size of your business. How many employees, dollars and items will you offer? There's a big difference between handling 100 vs. 150 items.
- Consider the "wrinkles" of going worldwide. For large companies, the international issues can be complex. Customs laws and shipping charges for overseas delivery come into play. Language issues and different product preferences across geographies also must be explored.
- Decide if you'll stay in-house or out-source. Will you host the web site internally on a company server or hire a vendor to build and manage it for you? Consider the resources — financial, technical and time — that you have available.

"One of the main advantages of technology is that it allows us to reduce expenses so we can go deeper and define our markets more specifically," remarks Marsh. "Technology is a 'cost extractor.' It allows us to do things more quickly and cheaply."

Meeting Demand with Top-notch Customer Service

To compete in today's increasingly competitive marketplace, you need speed, agility and a solid understanding of your customer. The HP Company Store's new web site reflects HP's commitment to providing stellar customer service while maintaining the quickness and flexibility demanded by today's consumers. "Our employees are our customers — and they have high expectations and standards," Giarrusso explains. "Our new Web store enables us to provide a wide range of high-quality products to customers around the world, while also meeting our standard of great customer service. It's a winning formula."

Wendy Tanabe is a marketing communications specialist at Hewlett-Packard and freelance writer. She lives in Palo Alto, California.

Read What **NESRA Peers** say about

NESRA's Annual Conference and Exhibit



"Two years ago, at the NESRA Conference in Chicago I received information on how to set up an employee store. We started a small store in a 6' x 12' room. After reaching \$40,000 in sales the first year, my company built us a 15' x 25' store. We couldn't have done this without the help of NESRA members."

*Carolyn Hollingsworth, manager Information Technology,
Armstrong Air Conditioning, Bellevue, OH*



"NESRA is committed to providing programs that meet the specific needs of members. The conferences have powerful substance and allow individuals to network with people who have answers. NESRA is a first-class organization that treats speakers well."

*Robert Davis, president, Robert Davis Association,
Miraloma, CA*



"NESRA's Conferences provide great opportunities for networking, building business relationships and making new friends. I look forward to exhibiting each year. The attendees are very friendly and receptive to what the exhibitors have to offer."

*David Good, account executive, Caesars Pocono Resorts,
Lakeville, PA*



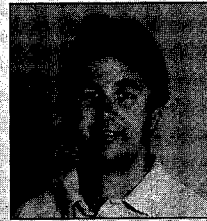
"NESRA has been invaluable, encompassing the full umbrella of services for our employees. Every conference I learn at least one new thing that will enhance our programs and services. This year's employee store section was 10 times better. Please continue to put an emphasis on this very needed part of employee services."

*Cheryl Kappes, CESRA, program manager,
Honeywell BCAS, Glendale, AZ*



"NESRA is like a lifeline, a breath of fresh air, for employees who daily face downsizing, rightsizing, outsourcing, forced retirements, and other dollar-saving efforts of our times. NESRA still has employees' interests and welfare at the forefront. I am proud to be under the 'umbrella.'"

Judith Ryken, Jet Propulsion Lab, Pasadena, CA



"I've found the Exhibit Hall at NESRA's Conferences to be one of the most valuable aspects of NESRA. We find discounts and services that Chevron employees can use in their daily lives."

Jim Bonwell, Chevron, San Ramon, CA

Why Greeting Cards?

Greeting cards are a universal form of communication that satisfy an ever-increasing need for human interaction.

Melissa rushes into the office Friday morning and notices a bouquet of flowers, a cupcake and a couple greeting cards on her secretary's desk.

Quick Stop. Short gasp.

Need: Birthday card.

On Monday, Ron gets a voice mail from Cheryl whose father passed away over the weekend. She's on her way home to the funeral.

Need: An expression of sympathy — on behalf of the whole department — and fast.

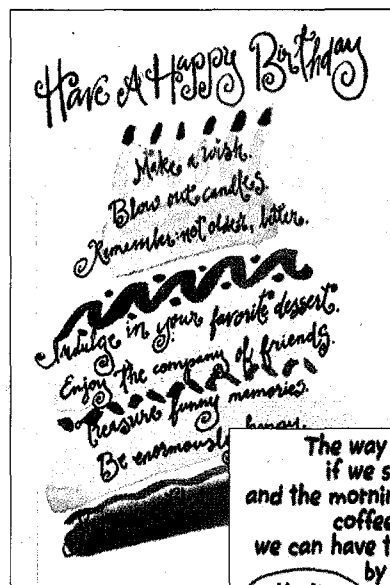
Every day, someone in your company needs to purchase a greeting card — some more urgently than others. Consumers spend billions of dollars every year on greeting cards for birthdays, holidays, funerals, weddings, newborns, new jobs, new homes, new pets and just to say "Hi."

Greeting cards are a universal form of communication that satisfy an ever-increasing need for human interaction.

By offering greeting cards in your employee store, you provide a service for your employees while gaining incremental sales.

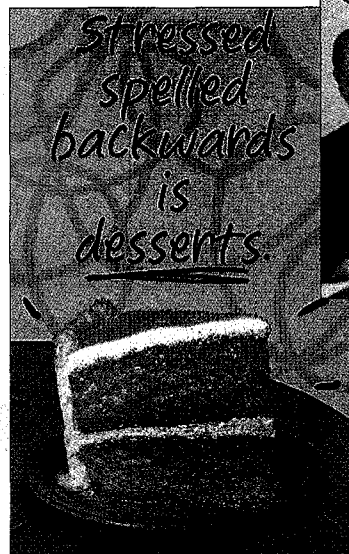
American Greetings has successfully placed its Carlton Cards brand merchandise in many employee stores. Carlton provides employee stores with the latest designs in greeting cards, gift wrap and wrap accessories, party goods, balloons, stationery, candles, stickers and other social expression product sold throughout the world in specialty card & gift shops. And, Carlton offers merchandising options to satisfy a variety of store sizes.

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Carol Hendrickson is Director of Business Development and Telemarketing for American Greetings Corporation.

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pensive and extraordinarily functional. The items for every employee at any level on the corporate ladder; Magnetic Health Products — alternative approach to healing and keeping healthy. *See ad on page 8.*

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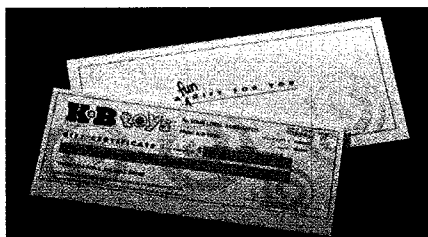
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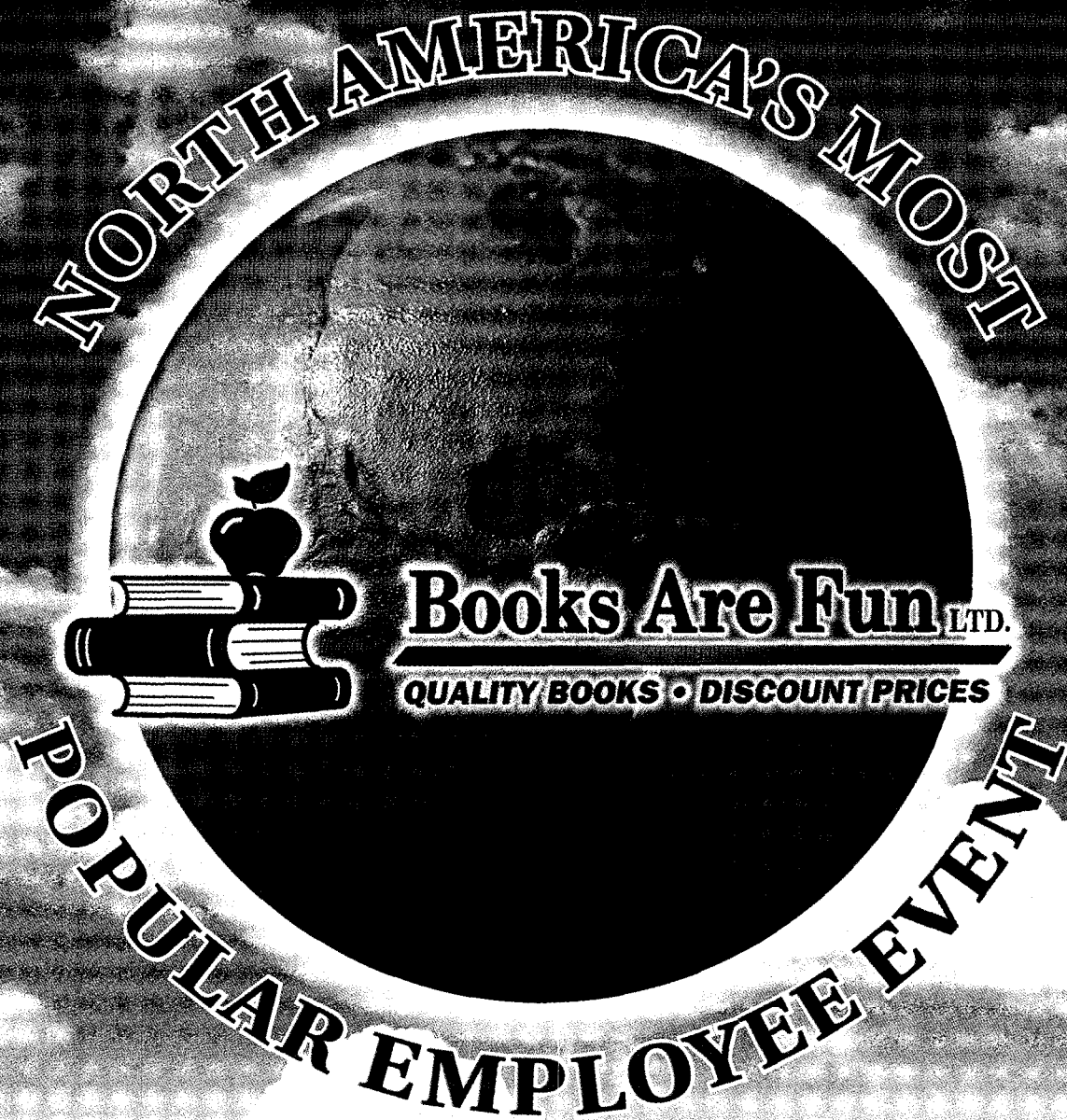
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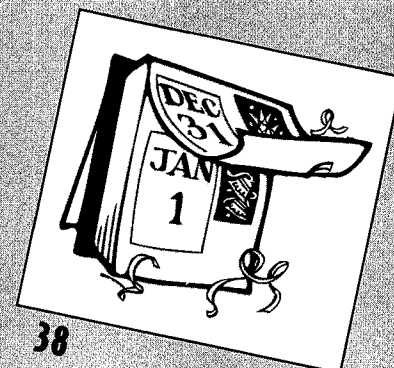
NOVEMBER/DECEMBER 1999

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Introducing ESM Association

By Renee M. Mula

This issue celebrates a monumental occasion for the National Employee Services and Recreation Association (NESRA). We are excited to announce that the membership has overwhelmingly voted to change our name to Employee Services Management (ESM) Association. This name will move the employee services profession forward as we position our services as methods for recruitment and retention. Meanwhile, ESM Association will continue to provide innovative ideas and resources for current and aspiring employers of choice. Turn to page 20 to read President Brenda Robbins, CESRA, and Executive Director Patrick Stinson introduce our new name and share their enthusiasm for the future of our association. This issue is dedicated to the employee services providers, human resources practitioners, work/life professionals, and more, who form ESM Association.

As active ESM Association members, you are always looking for ways to maximize your membership. In an attempt to make our wealth of resources easy and convenient to use, we have created "An Organizational Member's Guide to ESM Association's Benefits and Services," page 21. It is so simple! Just read the list of member benefits and descriptions; choose the resources that fit your needs; and contact the Member Services Department for more information. You may notice the icons used to showcase our resource topics of communications, professional development, research, turn-key programs, and networking opportunities. Look for these icons in *Employee Services Management* magazine, on our website and in written materials to find information on the latest member benefits.

Then, see page 17 for "The Ten Components of a Well-Rounded Employee Services Program." This article lists and describes the ten program topics that make-up a successful employee services program. Look closely; we have updated the list! Contact ESM Association to help you structure and build these offerings at your company.

Do you know someone who could benefit from membership in ESM Association? Let them know what they are missing by having them read "The Only Resource You Need to Make Your Company an Employer of Choice" on page 11. This article introduces our new name and explains our association's purpose. Tell a peer how ESM Association can make them an irreplaceable asset to their company with productivity-boosting program ideas that will positively affect their company's bottom line. Suggest that they fill out the membership application on page 15 and join today!

What better way to begin the new millennium than with a new name that moves us forward and helps grow the profession. Best of luck in the success and growth of your employee services programs in the coming year! ■

If you are interested in writing an article for ESM, call Renee Mula at (630) 368-1280 or e-mail reneemula@esmassn.org.

Publisher

PATRICK B. STINSON

Director of Communications

CYNTHIA M. HELSON

Editor

RENEE M. MULA

Designer

DALE DODSON

Proofreader

VICKI D. SEBELA

Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd.

Solon, OH 44139

(800) 335-7500 (440) 349-3353

Fax (440) 349-3447

E-Mail: bashian@idt.net

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.

Solon, OH 44139

(877) 498-9293

Fax (877) 498-9298

E-Mail: abvsales@aol.com

ROBERT H. KRUEH

Box 234

Fulton, MD 20759

(301) 924-4473

Fax (301) 854-2464

E-Mail: rhkrueh@mindspring.com

Editorial Advisory Board

JOSEPH J. BANNON, Ph.D.

Management Learning Laboratories

DICK BECKER, CESRA

American Family Insurance

JOHN BORJA

AIRC Newsletter Editor

JON MCCHESENEY, Ph.D.

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STEVE NYLANDER

Lockheed Martin

GLORIA ROQUE, RVESRA

ABC, Inc.

RANDY SCHOOLS, CESRA

National Institutes of Health

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ESM Association Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. esmahq@esmassn.org ■ <http://www.esmassn.org>

THE TEN COMPONENTS OF A WELL-ROUNDED EMPLOYEE SERVICES PROGRAM

employee services management



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Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
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Anheuser-Busch Theme Parks
Saddle Brook, NJ

ESM Association Offices

employee services management



ASSOCIATION

Headquarters

2211 York Road
Suite 207
Oak Brook, IL
60523-2371

(630) 368-1280
(630) 368-1286 FAX

<http://www.esmassn.org>
esmahq@esmassn.org

Western Field Office

Phyllis Smith
18530 Dancy Street
Rowland Heights, CA 91748
(626) 913-4014
(626) 964-7242 FAX
NESRAFO@aol.com
Serving states west of the
Mississippi River

Eastern Field Office

Dave Bell
4501 Oakcreek St., #101
Orlando, FL 32835
(407) 297-1090
(407) 291-1359 FAX
dave_bell@netwide.net
Serving states east of the
Mississippi River

Ask Your Peers for Advice with ESM Association's E-mail Service

- Q. We have held a quarterly brunch to recognize employees. How can I change the format of the event to show employees more appreciation?
- Q. What is everyone doing for Take Our Daughters to Work Day?
- Q. I'm trying to make my employee services department more of an electronic self-serve operation. How do other ESM Association members present their websites to employees?

These are just some of the questions presented and answered by ESM Association Headquarters and peers through ESM Association's E-mail Service.

If you want to be on the list to receive answers to these questions and to ask your own questions via e-mail, plus receive announcements of special promotions from our website sponsors, complete the attached form.

Yes, sign me up for ESM Association's E-mail Service.
I want to keep abreast of ESM Association offerings through this member service.

Name _____

Company _____

Address _____

City _____ State _____

Zip+4 _____

Phone _____

Fax _____

E-mail _____

Fax form to ESM Association: (630) 368-1286 or e-mail this information to chelson@esmassn.org

"Three o'clock is always too late or too early for anything you want to do."

Jean-Paul Sartre

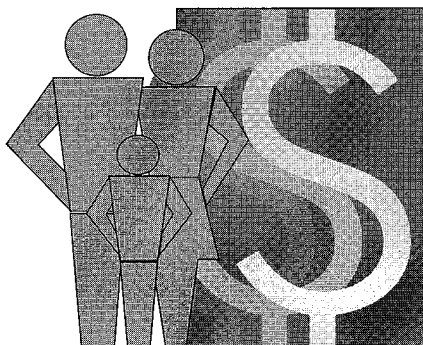
Helping Employees Plan for Retirement

Experts in the retirement benefits industry believe future generations will require more than the provided Social Security and Medicare benefits for a comfortable retirement.

"People are living longer, and unless employees are better educated about retirement planning, there still may be a crisis down the line," says Harvey Rosenfeld, Chairman, U.S.A. Group, a Deerfield, IL-based retirement benefits consulting firm. "Not everyone understands that Social Security funds may not be around forever. And even if the funds do last a few more generations, it will be nearly impossible to survive on that money alone. Changes in Medicare still won't enable it to cover everything for everyone over the next few generations. People need to save money, and save it wisely."

Rosenfeld says many non-highly compensated employees are not saving for their future because they do not know how to make educated choices; they do not understand the terms 'bond', 'mutual fund' and '401K plan'; or they just do not feel the urgency to save.

Fully understanding the company retirement plan, as most workers will admit, is not easy, and all too often the information provided is little more than confusing, printed literature. Some



managers do not understand the plans themselves and this becomes a task they push aside.

In communicating your company's retirement benefits options to your employees, try offering these education outlets:

- Host seminars for rank-and-file employees and teach them about risk tolerance, fund types and rules for the plans available.
- Consider hiring a third party administrator that has no ties to a particular asset management firm. Employees typically have more confidence and trust in an outsider and expert in the field, rather than an in-house staff member.
- Make private consultations available over the week following the seminar, so employees can go home and consider their goals, available funds and choices prior to actually enrolling or changing funds.
- Craft an easy-to-understand but comprehensive, plan-specific guide.
- Consider implementing Internet programs for their 401(k)s.

Continued on page 6

Ideas for the Employee Services Provider

KEYNOTES

Retirement

Continued from page 5

Internet programs offer computer-savvy, independent, non-centrally located, and plan-educated employees greater freedom and ability to actually "participate" in their plans. Centralized kiosks or accessible terminals at the human resources department, should be available by sign-up sheets or appointments in order to insure accessibility as well as availability to everyone.

Rosenfeld explains that in providing employees with these services, the company is saying 'we'll help you to prepare for retirement and even give you more money to save and build upon.' Human resource managers implement them because they want employees to be positive about where they work. These plans can help attract and retain new employees.

(Source: Steve Handwerker, The Hanlen Organization, 1131 Central Ave., Wilmette, IL, 60091, (847) 251-5455, hanlen@prodigy.net)

Find the Best Search Engine for Your Web Research

If you are in a jam and you need to find some solid facts in a hurry, the Web is an unbeatable tool. Here is the breakdown of search engines best suited for fact gathering:

AltaVista

At <www.altavista.digital.com>, service is both fast and thorough, but this search engine tends to return irrelevant links, which can take up more of your time. It offers a convenient "Refine" option to narrow selections after your initial search.

Excite

<www.excite.com> received praise from industry magazines for returning the most narrowly-targeted results. Its "concept searching" looks for sites that are related to your key words, even if the sites do not actually include the words in their titles.

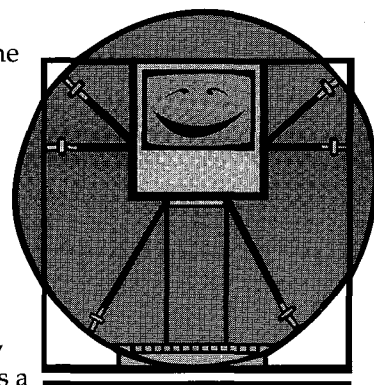
HotBot

<www.hotbot.com> won *PC Computing* magazine's recent "Search Engine Challenge." HotBot efficiently searches by region or date.

Infoseek

<www.infoseek.com>, Excite's strongest challenger, won *MacWorld* magazine's highest rating. Look to this search engine to find company news and profiles through the Company Capsules feature (under Stocks/Companies).

(The Working Communicator, September 1999)



DID YOU KNOW?

- The average office employee uses approximately 10,000 sheets of paper a year, creating a stack almost four feet high.

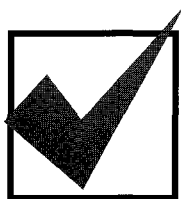
(Source: Green Seal)

- About 50 percent of online shoppers buy only what they intended when shopping online compared to 31 percent when shopping in a store or mall, and 57 percent when buying through a catalog.

(Source: Research Alert, July 2, 1999)

"The trick is to stop thinking of it as
'your' money."

IRS auditor



Eldercare Checklist

Many middle-aged adults are facing new decisions about how to care for their aging parents. Help your employees measure the well-being of their parents by asking them the following questions:

Day-to-Day Activities

✓ How well do your parents perform everyday activities such as bathing, grooming, shopping, eating, and walking?

Safety

✓ Is your parents' home safe? Do they have sufficient supplies for mobility and comfort?

Mental Health

✓ Are your parents happy and social, or withdrawn and depressed? Do they have trouble remembering important things? Do they abuse prescription drugs or alcohol?

Medication

✓ Do your parents understand the importance of taking their medication? Do they know how and when to take it? Is their primary care doctor aware of other doctors' prescriptions and why? Do your parents get regular checkups?

(Hope Health Letter, April, 1999)

• Write the number you are faxing to on the back of the last page of the material you are faxing. That way, you can see the number as you enter it on the keypad.

*(Communications Briefings,
Vol. XVII, No. IV)*

• Mark your calendar for ESM Association's 59th Annual Conference and Exhibit, April 12-16, 2000 at the Adam's Mark Hotel, Denver, CO. See page 45 to sign up for this exciting networking experience!

Four Low-Cost Design Tips

There is always room to improve the design of a publication, but the money is not always available. Here are four creative techniques to add spice to your newsletter—without busting your budget:

1. Get the look of flecked paper without the cost: Cut strands of hair into tiny pieces and place them on the scanner bed. Use the art as a background to create the illusion of "hairy paper." The bonus is you can easily delete the background on photographs and forms.

2. Do not forget about black: Black ink is not synonymous with cheap. In this age of splash, good designers can make a big, elegant statement with simplicity.

3. 1+1=3: If you are already using two inks for your publication, try overlapping percentage screens of each color to generate a third or even fourth color. But note that a combo may look great on your screen, but actually look like mud after it is printed. Always check your color choice with your printer before printing.

4. Preprinting adds spice without the price: If you are on a tight budget, but would like to add more color, talk to your printer about preprinting. Decide which parts of your newsletter will regularly be in color (i.e., nameplate, page numbers, etc.). Print a year's worth, like you would if you were printing letterhead. Then, each issue's text can be printed on the preprints in black.

Stop the Paper Chase

Can't see the forest because all the trees are being cut down to make paper? Then, you will be happy to learn that a growing number of companies are producing tree-free paper alternatives. Here are some ingredients to look for next time you buy stationery, envelopes, notepads, or folders:

- **Post-Consumer Waste.**

Post-consumer waste is the paper you throw out or recycle. Buying paper made from a high percentage of post-consumer waste helps reduce the number of trees needed to make paper from scratch. It also saves energy and keeps paper out of the landfill.

- **Hemp.** This herb produces its own natural pesticide, and grows so quickly it produces twice as much fiber per acre as pine.

Note: Hemp was originally banned in the U.S. because it comes from the same botanical species as marijuana (even though it cannot be smoked). Paper, clothing and other materials made from hemp are increasingly available from many manufacturers in the U.S.; and hemp continues to be grown in several countries around the world.

- **Kenaf.** Kenaf, a cousin to the cotton plant, uses 15-25 percent less energy than pine to make pulp.

- **Bamboo.** This fast-growing grass produces four to five times the fiber of the fastest-growing commercial tree species.

- **Agri-Pulp.** Agri-Pulp combines agricultural waste along with post-consumer waste to make paper.

- **Cotton.** Another new paper option is made from organically-grown cotton that grows in several colors including green, brown and white.

What Else Can You Do?

- **Choose Wisely.**

If choosing bleached paper, select one that is either totally chlorine-free (TCF) or process chlorine-free (PCF). Bleaching paper with chlorine creates a dangerous carcinogen called dioxin.

Chlorine-free processes use oxygen, hydrogen peroxide or other compounds that do not produce such hazardous byproducts.

- **Save on transportation.**

Buy paper from the company whose distribution source is closest to you. You will save on transportation costs and minimize air pollution from truck emissions.

- **Use electronic media.** Make greater use of electronic media and limit the number of e-mail messages you print out.

- **Recycle!** No matter what kind of paper you buy, and how much you use, recycle as much of it as possible.

Believe It or Not!

It takes 60 percent less energy to manufacture paper from recycled stock than from virgin materials.

(Source: Save Our Planet: 750 Everyday Ways You Can Help Clean Up The Earth)

- **Encourage others.** Share the benefits of using paper alternatives with friends, colleagues and associates, so they can do their part to save forests and enjoy trees.



(Source: Earth Share, a federation of America's leading non-profit environmental and conservation charities, promotes environmental education and charitable giving in employee workplace campaigns. To find out how your workplace can help the earth, visit www.earthshare.org.)

Volunteer for a Committee

Enhance your involvement in ESM Association and the employee services profession by volunteering for one of the National Committees in 2000. The committee topics are as follows:

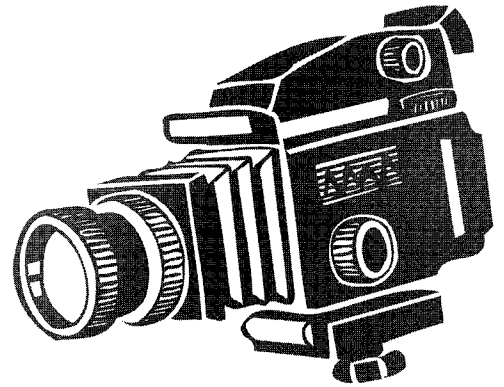
Associate Relations	Membership
Awards	Public Relations
Certification	Technology
Chapter Relations	Work/Life
Employee Store	

If you would like to serve on a committee, or if you would like a list of committee descriptions faxed to you, contact ESM Association Headquarters at (630) 368-1280. The deadline to volunteer is January 1, 2000.

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Editor/Production: Renee M. Mula

Having Pictures Taken



By Cheryl-Anne Sturken

There is nothing more disappointing than completing a spectacular special event only to discover that the event photos are not what you expected. Although there are no guarantees with picture taking, you can ensure better quality photos by communicating with your photographer before the shoot. Consider asking your photographer the following questions before your next special event.

What to Ask Your Photographer

- Do you have experience shooting in this particular event setting (convention hall, outdoors, low lighting, etc.)? Anyone can point and shoot a camera; however, an event photographer accounts for lighting, composition and movement in a sometimes crowded or static environment.
- Can I see a portfolio or a website that displays your work? Keep in mind that event shots usually are not part of a portfolio. However, if the portfolio shows good work, and the photographer has experience shooting events, you can expect the same quality.
- Who keeps the negatives? If you want to keep them, make sure it is in the contract; otherwise, they belong to the photographer.
- What are the hourly and daily rates? How many hours are included in the quoted daily rate?
- What is the per-hour rate for additional hours?
- Does the rate include the cost of an assistant? If not, what is the charge (hourly and daily) for an assistant?

- Are you willing to travel?
- Who is responsible for your parking, meals, transportation and delivery charges?
- What is the cost for film processing and contact sheets? Contact sheets are printouts of the photos' negatives. View the contact sheets to determine which photos you want developed.
- What do prints cost in each size? Is there a price break on multiple copies of the same print?
- What is the turnaround time to receive the contact sheets and prints?
- Can I have a written quote including a time period for which the quote is valid? Understand the quote is an estimate. The number of prints ordered and the length of the shoot will determine the final cost.

Planning the Shoot

- Make sure the photographer has all the necessary passes to gain access to the event and the facility.
- Do you plan to display the photos in a newsletter or use them to create a scrapbook? Consider your purpose for having pictures taken and then request that the shots be taken vertically, horizontally or from both angles.
- Develop a detailed itinerary for the photographer including location, time of shoot, subjects and type of shots required (group, individual, head). Include time for the photographer to have a meal and a break if necessary.

**Ensure
Better Quality
Photos By
Communicating
With Your
Photographer
Before The
Shoot**



- If head shots are required, be sure to notify the photographer well in advance so arrangements can be made to have the appropriate equipment on hand.
- If you would like the photographed subjects to be identified, assign the responsibility to a staff member who will accompany the photographer to the shoot.
- Notify all subjects that they will be photographed to adequately prepare them for the shoot.

Keep in Mind

- Beware of the photographer who simply shoots the event and hands over the film. If problems occur when developing the film or prints are unsatisfactory, the photographer cannot be held accountable. A professional photographer will ensure the film is professionally developed into high-quality prints.

- Book the photographer at least three months in advance to ensure availability the day of the event.
- Once an agreement has been reached, make sure the photographer signs the contract before the event.
- If event participants would like to receive photos from the event, have them contact the photographer directly.
- Two weeks before the event, confirm the final details of the shoot with the photographer, including any last-minute participants.
- When ordering prints, indicate the color and size you prefer and be specific about the products you want, including transparencies, slides, contact sheets, etc.
- Inform the photographer of any planned surprises such as surprise award recipients or special guests. Point out the recipients of surprise awards and indicate where and when special guests will appear.
- Do not expect the photographer to do product shoots at an event. Taking close-up photos of products requires special equipment and a lengthy setup time. Product shoots should be arranged separately.

Conclusion

When scheduling a photographer for your next special event, you must plan ahead and ask questions. This process will help you to understand the photographer's needs and communicate your expectations for the shoot. Once the photographer answers your questions, remember to document the arrangements and fees you have agreed upon. When you follow these simple techniques to having pictures taken, you can produce photos that stir up memories. ■

Reprinted with permission from Meetings and Conventions magazine, July 1999. This information was compiled with the help of Photographer Tonda McKay. For more information on taking pictures, contact McKay at Zebra Productions, 4825 Trousdale Dr., Suite 223, Nashville, TN 37220.

employee services management

ASSOCIATION

***THE ONLY RESOURCE YOU NEED
TO MAKE YOUR COMPANY AN EMPLOYER OF CHOICE***

Innovative human resources and employee services practitioners are helping their organizations achieve and maintain Employer of Choice status by tapping into the number one resource for employee services: Employee Services Management Association. While aspiring Employers of Choice inquire about the latest start-up companies addressing one specific work/life issue such as childcare or concierge services, Employee Services Management Association continues to provide expertise on the whole gamut of employee services.

FORMERLY



THE ONLY RESOURCE YOU NEED . . .



Employee Stores

Community Services

Convenience Services

Dependent Care

Recreation Programs

Recognition Programs

Special Events

Travel Services

Voluntary Benefits

Wellness

ESM Association is the secret source that today's Employers of Choice tap into for information on the latest employee services programs implemented to recruit and retain top employees. Employee services, such as convenient services, dependent care, wellness programs, special events, travel services, and more, distinguish an employer from an Employer of Choice.

Formerly National Employee Services and Recreation Association (NESRA), this one-stop resource of members with expertise in all the components of a well-rounded employee services program, has promoted, since 1941, that by enhancing employee quality of life, employees are more productive.

THE FORCE BEHIND NEW PROGRAM LAUNCHES

ESM Association has led progressive companies through opening employee stores, promoting wellness programs and creating solutions to dependent care issues; plus orchestrating dynamic special events, coordinating group travel for employees and managing sports leagues. Today, ESM Association members motivate employees to participate in community service projects at their work-

employee services management

ASSOCIATION

places, collectively donating \$371,780,000 and 490,000 pints of blood to United Way just last year. ESM Association members develop outlets for companies to recognize employees in a manner that boosts productivity, positively affecting the company's bottom line. Members frequently call Association Headquarters to receive personal attention to their daily challenges, whether it be providing an expert's name and phone number or overnighting the latest statistics on the fastest moving products in employee stores. Members can rely on their association to help them prepare this type of data for business meetings with management.

THE CENTER OF INNOVATIVE EDUCATION

Innovators in employee services look to ESM Association for state-of-the-art education through annual conferences, local chapter meetings and the association's new Work/Life in Motion event. Throughout the year, those looking for time-saving models of programs make the most of the association's benchmarking tools such as e-mail services, peer networking and special reports. ESM Association is a key player in shaping cor-

porate culture as it not only provides powerful information to enhance employee programs, but it also guides members on how to calculate the return on investment for these programs through articles in its magazine, *Employee Services Management*. Published 10 times a year, this magazine keeps readers up-to-date on the inner workings of popular employee programs. Members discover industry secrets that save them time and money.

THE SOURCE OF READY-MADE PROGRAMS

Focusing on saving employees time and money, this group has launched two new and exciting member services. ESM Association's Employer Sponsored Value Plan (ESVP) Resource is a ready-made, on-line employee value program that extends on-line savings to employees on a range of products and services from sportswear to travel packages. Another new feature, ESM Association's *Employee Preferred*, extends bulk buying prices to companies wishing to offer employees portable insurance products such as automobile insurance, pre-paid legal insurance, pet insurance, and more. This is in

employee services management

A S S O C I A T I O N

.....

addition to the nearly 250 Associate Members, or suppliers, offering products and services employees can purchase through employee stores, on-site vendor sales or directly from a website.

A STRATEGIC PARTNER

Constantly on its mission to enhance employee quality of life, ESM Association is now bringing its history of knowledge to the full range of employee services through strategic partnerships. ESM Association is working together with The Motivation Show and the Incentive Marketing Association to promote the value of developing employee recognition programs that will be appreciated by employees and bring desired results to productive companies. Together with the Wellness Councils of America, ESM Association continues to emphasize the crucial role of wellness programs in the workplace. Teaming with the National Tour Association, it is developing new research to identify trends in group travel. Additional partnerships with work/life groups place ESM Association at the forefront of innovation.

This premier association, with its dedicated staff and its rich pool of employee services practitioner members, will continue to be the only resource of the latest and greatest in employee services. Managers in the game to compete for the best and brightest employees will want ESM Association on their team. Making one phone call instead of 10 is working smarter, not harder. Get the competitive edge and maintain it. The power to help shape your company as an Employer of Choice and maintain that status is just a phone call away. Join or renew your membership in ESM Association, the only association with experienced knowledge in all employee services.

For More Information Contact:

ESM Association

Member Services Department

2211 York Rd., Suite 207

Oak Brook, IL 60523-2371

Phone: 630.368.1280

FAX: 630.368.1286

E-mail: esmahq@esmassn.org

URL: <http://www.esmassn.org>



MEMBERSHIP APPLICATION

GENERAL MEMBERSHIP \$165

Name**Date**

Title

Company

Address

City**State****Zip+4**

Phone**Fax**

E-mail**URL**

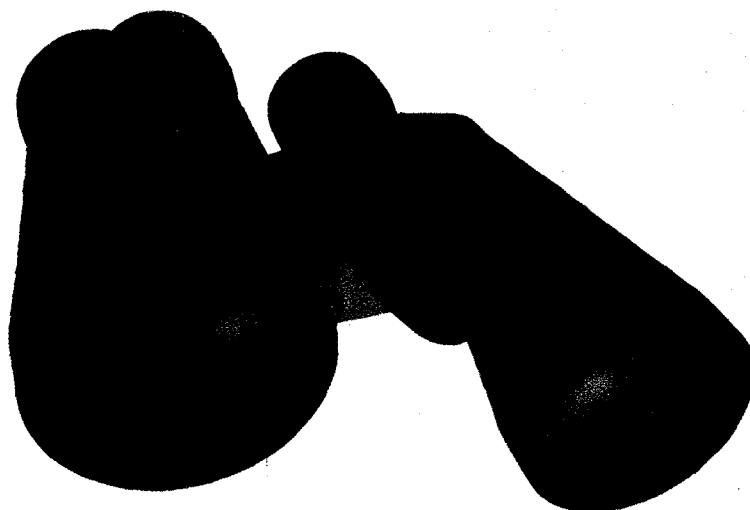
Number of Employees

Membership Fee \$165

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ESM Association, 2211 York Road, Suite 207, Oak Brook, IL 60523-2371, Phone: 630-368-1280, FAX: 630-368-1286, E-Mail: esmhq@esmassn.org, URL: <http://www.esmassn.org>



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employee services management

esm

ASSOCIATION

MEMBER PROGRAM

THE TEN COMPONENTS OF A WELL-ROUNDED EMPLOYEE SERVICES PROGRAM

employee services management



ASSOCIATION

Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

Employee Services Management (ESM) Association is the only association providing resources for a whole gamut of employee programs that encourage employees to live balanced lives while positively affecting an employer's bottom line. A well-rounded employee services program includes all of these components. In some instances, an employee services manager oversees all components from one department. In other cases, companies have many of these programs in place, but they are implemented by a range of employees in various departments.

Employee services are here to stay. While the specific offerings may change with time, employee services will always exist to encourage employees to live balanced lives as they help the company achieve its goals. Valued employees are more likely to be productive and loyal to the company.

ESM Association promotes the following programs as the key ingredients to a successful employee services program.

EMPLOYEE STORES

Employee stores are physical retail establishments or on-line buying sites that allow employees to purchase a variety of items to save employees time and money. The top selling items in employee stores are logo clothes/items, T-shirts, discount tickets, sundries, and greeting cards. Each employee services manager spends about \$71,170 annually on store merchandise/inventory.

COMMUNITY SERVICES

Employee services managers organize employee efforts to feed the hungry, clothe the needy, educate the less fortunate and shelter those without a home. These programs help unite employees of all levels and reinforce a positive statement about their employers, who are providing outlets for them to make a difference in their communities.

CONVENIENCE SERVICES

On-site services such as dry cleaning, discount ticket sales, resource and referral services, car services, and more, attract and retain qualified employees in today's tight labor market. On-line Employer Sponsored Value Plans (ESVPs) bring products, services and savings to employees' fingertips. These programs make it convenient for employees to run errands and buy gifts during lunch and still return to work on time. Employers benefit from the outcome of these services through lower absenteeism rates.

RECREATION PROGRAMS

Sports leagues and special interest clubs allow employees to express themselves as individuals. Through involvement in these activities, employees develop a broader range of skills, learn to be leaders and enjoy coming to work.

SPECIAL EVENTS

Holiday parties, company picnics, company celebrations—all of these are special events employee services providers plan to further direct company goals and unite employees.

VOLUNTARY BENEFITS

Employees turn to employee services providers to help them search for the best values on voluntary, portable insurance policies, services and warranties. ESM Association's Employee Preferred is the official provider of insurance at a value price. Insurance policies include automobile, home, long-term care/personal care, serious illness, group life insurance, prepaid legal, and home office; services include benefits consulting and Internet banking; and warranties include automobile and home service agreements.

DEPENDENT CARE

Employee services managers provide employees with solutions to the demands of eldercare, childcare and even petcare. Whether they are managing on-site facilities, a consortium back-up center, summer day camps, lunchtime education programs, or outsourcing research and referrals, employee services providers help employees address dependent care issues.

RECOGNITION PROGRAMS

Employers of Choice quickly reward employees for solid contributions to the company's goals. ESM Association members spend \$41,800,000 collectively on employee recognition programs each year. Association findings show more and more employee services providers taking on the role of main purchasing agent for all of their companies' recognition programs.

TRAVEL SERVICES

From planning group trips to providing discount information packets for specific destinations, employee services managers help employees get away from it all with travel services.

WELLNESS

ESM Association members focus on health promotion by offering lunchtime seminars, fitness incentive programs, personal development opportunities, on-site fitness centers, ropes courses, experiential training, and more. These programs encourage healthy lifestyles and help reduce medical claims, in turn, saving employers money.



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To compete for the best employees, employers must implement employee services programs. In existence since 1941, (formerly National Employee Services and Recreation Association, NESRA), ESM Association is your one-stop resource for how-to information, suppliers and services for employee programs. Look to ESM Association for articles on the latest trends in employee services, immediate access to pioneers in the field and model programs that can save you time and money. Begin your membership in ESM Association today. You'll be on the road to helping your company become an Employer of Choice and stay that way.

ESM Association, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371, Phone: 630.368.1280, FAX: 630.368.1286, E-mail: esmahq@esmassn.org, URL: <http://www.esmassn.org>.

Welcome ESM Members

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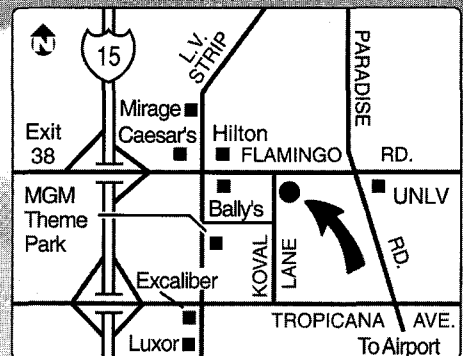
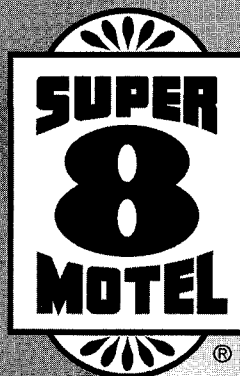
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Dear fellow ESM Association Members:

As we progress into the next century, wonderful changes are happening to enhance our profession. I am very excited to announce to you that NESRA's name change has been overwhelming approved by the NESRA membership. Effective January 1, 2000, our name will be Employee Services Management Association (ESM Association).

Our new name will give the corporate world an entirely new insight into the importance of our profession and the value of our association to employee morale. The name Employee Services Management Association makes a strong statement about the importance of our services to our companies and employees. It also gives us the ability to expand our programs to better fit the current employee services components that provide our members with continuity and direction.

We have created a new logo highlighting our new name. Soon, you will be able to find us on the Internet under the address of www.esmassn.org. We are encouraging all NESRA chapters to change their names to reflect our new name by January 1, 2000. The more the corporate world sees ESM Association, the more recognition we will gain in our profession.

Employee Services Management Association will carry on the great success that began with NESRA. I, along with the Board of Directors and staff, am excited about our new look. Together we will position employee services as a crucial tool for recruiting and retaining employees while helping our employees face new work/life issues.

Sincerely,

Brenda Robbins, CESRA
NESRA President

Introducing ESM Association



Dear ESM Association Member:

In recent years, ESM Association (formally NESRA) has proven its courage and perseverance in adapting to today's changing workforce by educating employee services managers in the art of innovation. The only constant in today's workforce is change. Therefore, we must not expend our energies attempting to predict the future, but rather we must examine where we are today.

Today's workforce issues have opened a door of opportunity for our association. Employee services providers continue to implement work/life programs as solutions to companies' recruitment and retention challenges. Our association offers its members the knowledge and resources necessary to help employers overcome management obstacles. These issues have empowered us to walk through the door of opportunity and take action in the future.

To align ourselves with today's workforce, we must adapt. Our new name, Employee Services Management Association, proves our commitment to the growth of the profession. It greatly enhances our opportunity to move forward, while our identified 10 components add strength to our goals. Together, with the help of our members, chapters, regions, Board of Directors, and staff, we can succeed in taking the employee services field to its next level.

Respectfully,

Patrick B. Stinson
Executive Director

employee services management

esm

ASSOCIATION

Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

Exploring ESM Association

AN ORGANIZATIONAL MEMBER'S GUIDE TO ESM ASSOCIATION'S BENEFITS AND SERVICES

By Renee M. Mula

Employee Services Management (ESM) Association is proud to announce its new name, reinforcing its role as a key player in shaping corporate culture by educating employee services and work/life providers on the management of employee services programs. Once you join ESM Association as an Organizational Member, you will have immediate access to the latest news and trends in the employee services field. You may begin your excursion for knowledge, and reap the benefits of ESM Association membership, by tapping into our wealth of resources. Our resources make it easy to learn about the hottest trends in employee services, because you can customize the benefits to fit your needs.

ESM Association realizes that you enjoy learning from resources that conveniently fit your lifestyles. For this reason, we provide you with several resource options, allowing you to maximize your membership benefits. Whether you enjoy learning about employee services through participating in interactive conference sessions, visiting our website, receiving questions and answers through e-mail, or by reading our books and magazine, ESM Association provides you with the information you need, the way you need it. Read on to discover more about ESM Association's member resources and let us navigate your tour through the most current issues facing employee services providers today!

Choose the Member Resources That Fit Your Needs



Communications

esmassn.org: ESM Association's website puts member benefits at your fingertips. Begin by looking to the website for a calendar of upcoming events. Then, try browsing the Buyer's Guide area for the latest products and services of ESM Association Associate Members. When you click on ESM Association Chapters, you will see a list of local chapters, contact names, and in some cases, links to the chapters' websites. You can also visit the Resource Library to view articles from *Employee Services Management* magazine. Then, click on the links to our sponsors' websites for innovative program ideas and great deals.

Employee Services Management magazine: ESM magazine is the official publication of ESM Association, covering the issues, trends and details of popular programs in the employee services field. Published 10

times each year, its audience consists of managers implementing employee services and work/life programs at the workplace. Look to ESM for tips on selling your ideas to management, developing an employee services website, positioning your program as a recruitment and retention tool, creative programming ideas, and much more. A free subscription to ESM is included with your membership.

ESM Association's Buyer's Guide: Use ESM Association's Buyer's Guide as a tool to help you begin, improve or expand your employee services program, including your employee store. This listing of National Associate Members provides Organizational Members with supplier contacts for your outsourced projects. Use this guide to purchase products and services for your employee programs at special ESM Association prices. Visit esmassn.org to view a current Buyer's Guide listing.

ESM Association's E-mail Service: ESM Association's E-mail Service allows you to conveniently ask your peers for advice. Let ESM Association post your questions and compile peers' responses through this e-mail listserve. You will

receive immediate programming ideas, find the member contacts you need and obtain special promotions from ESM Association website sponsors.

Membership and Peer Network Directory: ESM Association's Membership and Peer Network Directory provides you with direct access to thousands of employee services providers and suppliers around the world. Use the directory to search for members by region, membership type or alphabetically; and contact them by phone, e-mail, fax, or mail. Save time and get the answers you need. Look for the Membership and Peer Network Directory to become available at esmassn.org.



Professional Development

ESM Association's Annual Conference & Exhibit: ESM Association's Annual Conference & Exhibit is devoted to the issues facing today's employee services and work/life providers. Hear top speakers, participate in interactive workshops and see the latest in products and services. Come back to the office with practical, ready-to-use ideas to improve your program. Take advantage of the opportunity to network with over 150 exhibitors available to discuss innovative tips and solutions. And, meet hundreds of employee services providers across the world. For the latest conference information, contact ESM Association Headquarters.

Work/Life in Motion Event: ESM Association is taking its Work/Life In Motion event on the road to offer employee services and work/life providers with a powerful one-day seminar capitalizing on the implementation of work/life programs as recruitment and retention tools. Nationally-recognized work/life experts will deliver valuable direction for your

company's work/life program, interactive and practical problem-solving exercises, materials needed to get started, techniques for selling the value of work/life initiatives to upper management, and methods for ensuring employee participation. Attendees receive a 100-page *Work/Life Action Plan and Resource Guide* with tips, statistics and references to help you grow your work/life program. Contact ESM Association Headquarters for information on an upcoming Work/Life In Motion event.

ESM Association's Awards of Excellence Program: Your company can receive national recognition as an Employer of Choice with ESM Association's Awards of Excellence Program. The Awards of Excellence provide you with the opportunity to share your ideas and concepts while advancing the employee services profession. If you win, you will be honored in front of your peers at ESM Association's Annual Conference & Exhibit. The details of your award-winning entries will be featured in *Employee Services Management* magazine and ESM Association will publicize your accomplishments to the media. Award categories honor the employer of the year, outstanding overall employee services programs; prominent research/ benchmarking studies; innovative individual program activities within an overall employee services program; and employee stores adding value to their company and its employees.

CESM Certification Program: Gain the respect and recognition you deserve by applying for certification as a Certified Employee Services Manager (CESM). Recognized as the indicator of excellence in employee services program management, CESM Certification provides you with an edge over the competition. Validate your skills and gain credibility in the profession by becoming a CESM.

ESM Select: For advanced employee services managers who want to gain more knowledge in the employee services field, ESM Association has created the membership category of ESM Select.

ESM Select recruits exceptional employee services managers to become active members of ESM Association. As a ESM Select Member, you will contribute to data used to benchmark against other ESM Select members in the areas of staff, facilities, programs, surveys, and Internet practices. Committed to the professional development and the growth of the employee services field, you will be provided with access to the most innovative information available in the employee services industry.

ESM Association Chapter Awards Program: The Chapter Awards Program recognizes the best practices and benchmarks of excellence in the operation and delivery of the programs and services of the local chapters of ESM Association. The scope of the awards includes recognizing chapter efforts to provide sufficient networking opportunities for members, enhancing the personal and professional development of members and conducting its affairs in a sound business manner. Chapters of ESM Association can request awards applications by contacting ESM Association's Member Services Department.



Research

ESM Association's Education and Research Foundation: Because top management demands facts and figures to justify an investment in company-sponsored programs, the ESM Association Education and Research Foundation stands ready to arm you with the data required by your superiors. Founded in 1964, the Foundation is the sole research organization in the employee services field. It funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the

impact of employee services on job performance; publications on managing employee services programs and programming for today's diverse workforce; as well as market research. The Foundation continues to research the positive relationships between employee programs and morale and productivity. The Foundation is supported and funded by ESM Association members and member companies.

ESM Association's Information Center:

The Information Center is ESM Association members' number one resource for books, audio tapes and video tapes in the employee services field. Choose from a variety of resource materials designed to make program management simple and efficient. You will receive discounted prices on all items in our Information Center, which provide information on topics including health fairs, program ideas, special events, working with volunteers, the structure of employee services, and more. Choose from popular books such as Bob Nelson's *1001 Ways to Reward Employees* and *1001 Ways to Energize Employees*, Joy Loverde's *The Complete Eldercare Planner* and Michael Scott's *Catch Your Balance and Run: Proven Life Management Strategies to Assist You in Today's Fast-Paced World*.

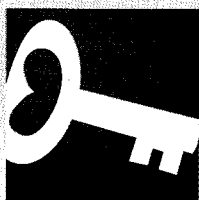
Member Profiles: Each time you renew your membership in ESM Association you will complete a member profile that serves as a benchmarking tool for employee services providers. From the information compiled from these profiles, you can request figures on the popularity of programs and services, social/culture programs, employee associations, on-site facilities, and more. You can also receive information about the job titles and basic responsibilities of our membership base.

Research Assistance: Whether you desire information to justify your eldercare program, the most recent statistics on recruiting and retaining employees or sample newsletters and brochures, contact ESM

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Association for the facts, figures and samples necessary for your next business meeting, presentation or year-end report.

Council and Advice: ESM Association's Member Services Department and Eastern and Western Field Offices are available to assist members with special requests. Just call, e-mail or fax your topics of interest and you will be paired with one of our knowledgeable Member Services representatives. Our staff will save you time by immediately connecting you with the resources you need.



Turn-Key Programs

Management's Work/Life in Motion Event: Work/life initiatives are only effective when department managers understand and believe in the benefits of work/life programs. ESM Association's Work/Life In Motion is a ready-made, on-site, educational event that assists companies nationwide in educating department managers on the value of work/life programs and their impact on the company's bottom line. This seminar will influence managers to encourage employees to take advantage of work/life programs without penalization. Let ESM Association customize a Work/Life In Motion event to fit your corporate structure.

ESM Association Employee Preferred: *Employee Preferred* is a voluntary employee benefit program allowing you to offer your employees specialized insurance coverage to fit their needs. Voluntary benefits enhance your company's overall benefit package. These benefits are typically paid for by the employee and they are fully portable, which means the employees can take their benefits with

them if they leave the company. Oftentimes, employees can pay for the insurance through payroll deduction. Using the collective strength of ESM Association member-companies, *Employee Preferred* can enrich the benefits package of any member organization, regardless of size and at no cost to the company. Insurance policies include automobile, home, long-term care/personal care, serious illness, group life insurance, prepaid legal, and home office; services include benefits consulting and Internet banking; and warranties include automobile and home service agreements. Contact the Member Services Department for more information.

ESM Association's ESVP Resource: ESM Association's Employer Sponsored Value Plans (ESVP) Resource offers ESM Association members of Fortune 1,000 companies the opportunity to participate in e-commerce through state-of-the-art, ready-made employee savings programs called Employer Sponsored Value Plans (ESVPs). ESVPs are a new, on-line employee benefit program, free to employers, that help attract, retain and reward employees through exclusive savings on quality, brand-name products and services. You can collaborate with ESM Association's ESVP Resource, managed by ESVP pioneer employeesavings.com, to structure a savings program to fit your employees' needs. The ESVP Resource oversees your entire corporate savings program including the following responsibilities: negotiating, administering and communicating the offerings of suppliers; developing and implementing the ESVP through a custom website; promoting the value of the ESVP to employees through an Extranet site, printed catalogs, special events, and more; and managing all customer service issues. Contact the Member Services Department to take advantage of this service.

ESM Association's Buyer's Guide:

ESM Association's Buyer's Guide offers you a turn-key employee savings program. The Buyer's Guide is a listing of ESM Association National Associate Members and their products and services available to your employees at special ESM Association prices. Your employees can browse through the Buyer's Guide to see the products and services available and call the member contacts to receive more information. Savings categories include award/recognition/gifts; family entertainment; fitness/sports equipment/sportswear; hotels/resorts; merchandise/discount cards; photo services; specialty/professional services; travel; and visitors/convention bureaus. Visit esmassn.org for a current listing of products and services; and read the Buyer's Guide Update section of *Employee Services Management (ESM)* magazine for a list of new Associate Members.



Networking Opportunities

ESM Association's Conference & Exhibit:

Each year, ESM Association holds an enlightening conference and exhibit that you won't want to miss. This is your chance to visit with peers from around the world in various, small-group settings that foster interactive learning and discussion. Conference sessions with specialized topics provide you with opportunities to network with employee services providers who implement similar employee programs and face related issues. Evening events allow Associate Members and Organizational Members to coexist in a non-threatening environment that proves ESM Association to be a very down-to-earth and inviting group of professionals.

Work/Life in Motion Event: This powerful one-day event provides you with more personalized attention than any other seminar of its kind. Network with human resource managers, employee services managers, work/life experts, and more as you learn about implementing successful work/life programs. Share your barriers to success and learn solutions through interactive round-table discussions. You will leave this seminar with a personalized work/life action plan of your own creation.

Local Chapters of ESM Association:

If you are interested in participating in local meetings, events and networking, consider joining a local chapter of ESM Association. ESM Association offers over 40 chapters across five U.S. regions. For chapter locations and contact information, visit esmassn.org or view the most current ESM Chapters page of *Employee Services Management* magazine.

For More Information

The benefits of ESM Association await you! With this article as your guide, it is now up to you to maximize your membership and become an active member of ESM Association. For more information on any of the above programs and services, contact:

ESM Association

Member Services Department

2211 York Rd., Ste. 207

Oak Brook, IL, 60523

(630) 368-1280

Fax: (630) 368-1286

esmahq@esmassn.org

www.esmassn.org

Sample Job Description for a Senior Customer Service Assistant

When it comes time for employee store managers to document the job descriptions of their employees, it helps to benchmark with the documentation of other employee stores. Here is a sample job description for a senior customer service assistant position at an employee store. Consider filing this and referring to it as a resource for your employee store operation.

SUMMARY

The incumbent is responsible for performing day-to-day duties required to operate the employee store. The incumbent is to perform these duties within the leadership framework provided by the store manager and executive director of the employee club.

CORE JOB RESPONSIBILITIES

Sales and Service

- Close sales and provide service to customers in a friendly, courteous manner.
- Answer customer and vendor phone calls.
- Read and reply to e-mail daily.
- Listen and respond to voice mail daily.
- Administer on-site supplier sales.
- Learn details about new merchandise, services, tickets and programs to answer questions.
- Fulfill ticket orders received via mail or telephone daily.
- Answer customer questions and resolve problems on an ongoing basis.
- Provide process improvement ideas to the store manager to attain operational excellence.

Accounting

- Perform duties on the computerized accounting system including: poll and reset store cash registers, export sales batch file to the main office for processing and import updated inventory item files to the store's cash register system daily.
- Open and operate cash registers and credit card terminal daily.
- Accurately log daily voids, merchandise returns and unscannable merchandise to ensure proper cash and inventory control.
- Reconcile daily sales report and deposit, forward sales report and deposit to the main office. Answer "next day" reconciliation questions from the main office regarding voids, returns, transactions and money handling procedures.
- Provide process improvement ideas to the store manager and business accounting assistant.

Inventory

- Receive and count merchandise, record item numbers, verify count on packing slips, forward packing slips and invoices to the main office for processing on an ongoing basis.
- Tag, stock and display merchandise on the sales floor on an ongoing basis.
- Ticket and log dry cleaning and laundry orders daily.
- Clean and straighten merchandise at least daily.
- Provide input to store manager concerning the selection of new merchandise.
- Locate and retrieve merchandise from remote storage locations to meet customer needs.
- Alert store manager about under and overstocked items.
- Observe the sales floor and alert store manager if shoplifting is suspected.

General

- Consult with a store manager weekly concerning sales, customer feedback, inventory, etc.
- Encourage non-member employees utilizing the store to join the employee club and to use the Employee Store Catalog as opportunities arise.
- Perform special projects as requested by department management.
- Provide process improvement ideas to the store manager.

ADDITIONAL RESPONSIBILITIES LISTED BELOW ARE ASSIGNED BASED ON STORE LOCATION**Merchandise Returns for all Stores**

- Returns are to be done weekly. Request Return Authorize number (RA#) and Receive RA#.
- Document return, one copy sent with return and one copy goes to store manager.
- Process a Ship To (ST) form with return address, date, accounting information, and item description.
Retain pink copy for records.
- Call Shipping for pick-ups.

Pre-Order Discount Ticket Program for all Stores

- Receive orders over counter and or by phone daily.
- Update office staff on remaining tickets for programs.
- Send pre-order forms to office staff to place orders for tickets.
- Receive tickets from office staff.
- Fill customers' orders and process payments.
- Mail out ticket orders by interoffice mail or U.S. postal service.

Mail-Order Catalog Program

- Administer the store's worldwide mail-order program.
- Receive phone and fax orders daily. Only process orders that provide full payment with a major credit card or check.
- Enter order into accounting system. Send one copy to the customer and put one copy in the file.
- Orders are ground shipped directly from store with an ST form or drop shipped by the company.
- All orders drop shipped by the company must be e-mailed to the consumer products contact.
- Mail-order payments are written up on a reconciliation form and sent to the business accounting assistant.

Communications and Promotions for all Stores

- Create and maintain all employee store communications at least weekly or daily when needed (i.e. fliers, signage, web page, e-mail announcements, automated phone system, newsletter publications, and member packet).
- Collaborate with the store manager to develop product promotions and cross merchandising promotions to increase sales.

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Supervision of Customer Service Assistant(s)

- Provide training and work direction to customer service assistants.
- Coordinate scheduling for the location.
- Provide input to store manager on performance reviews for customer service assistants.

REQUIREMENTS

- High school diploma with some post high school education.
- Three to five years experience in retail sales or customer service.
- Must possess excellent written and verbal communication skills.
- Attention to detail with excellent organizational skills.
- Ability to handle multiple priorities and remain flexible and adaptable.
- Ability to stand for long periods of time, lift up to 25 lbs. and reach from a step ladder.
- Experience operating office technology (i.e. cash registers, credit card machines, accounting software, e-mail, voice mail, web page software).
- Previous responsibility handling cash, credit card transactions and balancing daily sales.
- Previous experience supervising and training employees.

LEADERSHIP COMPETENCIES

The incumbent in this position must exhibit the following competencies:

- Communication.
- High performance standards.
- Acceptance of the company vision and adherence to company values.
- Interpersonal relationship competency.
- Diversity recognition, appreciation and utilization.
- Teamwork and cooperation. ■

For more information on job descriptions for employee store employees, call ESM Association at (630) 368-1280 or e-mail us at esmahq@esmassn.org.

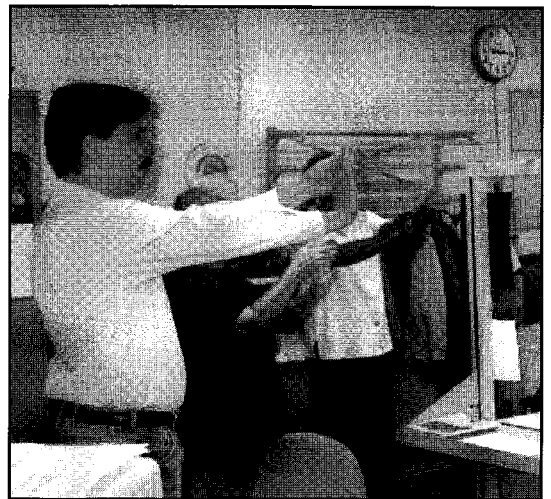
WELLNESS DRIVES BORG-WARNER AUTOMOTIVE

By Karen G. Beagley

**"Our Wellness
Center Presents
A Holistic
Approach To
Improving The
Quality Of Life
At Work And
At Home For
Borg-Warner's
Employees"**

Borg-Warner Automotive, Bellwood, IL, wants its employees to be healthy and productive. One way the company ensures this is through its Wellness Center. "Our Wellness Center presents a holistic approach to improving the quality of life at work and at home for Borg-Warner's employees," says Mari Lindendorf, MS, CMT, manager, fitness programs.

The manufacturer of friction plates and one-way clutches for automatic transmissions has approximately 915 employees at its Bellwood, IL location. The Wellness Center is a success with over 300 members and a 30 percent joining rate. It houses over 4,000 square feet of cardiovascular and strength training equipment, a flexibility station, lockers, aerobics and dance room, fitness testing room, and a blood pressure station. "Walking into the Wellness Center makes you want to exercise, and hopefully makes the employees want to be healthy," says Lindendorf.



Employees at Borg-Warner Automotive, Bellwood, IL, are encouraged to perform stretching exercises at their work sites at the start of each shift.

The space is a brightly lit and well-decorated U-shaped room where employees are greeted by name and can partake in several programs.

Lindenfeld explains that by calling their facility a Wellness Center, rather than a fitness center, they are encompassing much more. "Wellness takes into account preventive maintenance, rehabilitation and injury prevention, in addition to exercise for fitness," she says. The Borg-Warner Wellness Center is dedicated to enhancing the personal and organizational health and well-being of its employees. The center's professional staff, in conjunction with Borg-Warner's Occupational Health and Wellness Department, Safety and Environmental Health Department and Human Resources Department, provide programs that encourage safe and effective exercise, prevent work-related injuries, offer work reconditioning under a physician's supervision, and other related programs that emphasize the individual needs of Borg-Warner employees.

In The Beginning

Before the advent of its Wellness Center, Borg-Warner offered its employees rebates at a local health club, allowing them to join at a reduced rate. But, Borg-Warner management wanted more. "Most companies want to decrease their insurance/health-care costs," says Paula Brown, supervisor of employee services and communication. "Our management felt that if we brought fitness on site, it would increase employee participation. Everything we read states the importance of exercise. We also felt that an on-site wellness center would help in recruiting, hiring and retaining our employees."

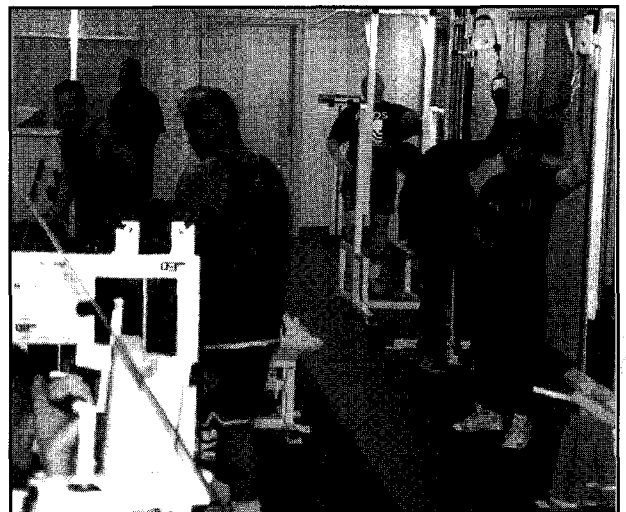
Over three years ago, Ron McCoy, then plant manager and later vice president of manufacturing, led the way to Borg-Warner having an on-site exercise facility. He wanted the Wellness Center to boost morale and reduce absenteeism and recordable injuries. Dan Paterra, current plant manager, continues to support this innovative program. The company contracted with

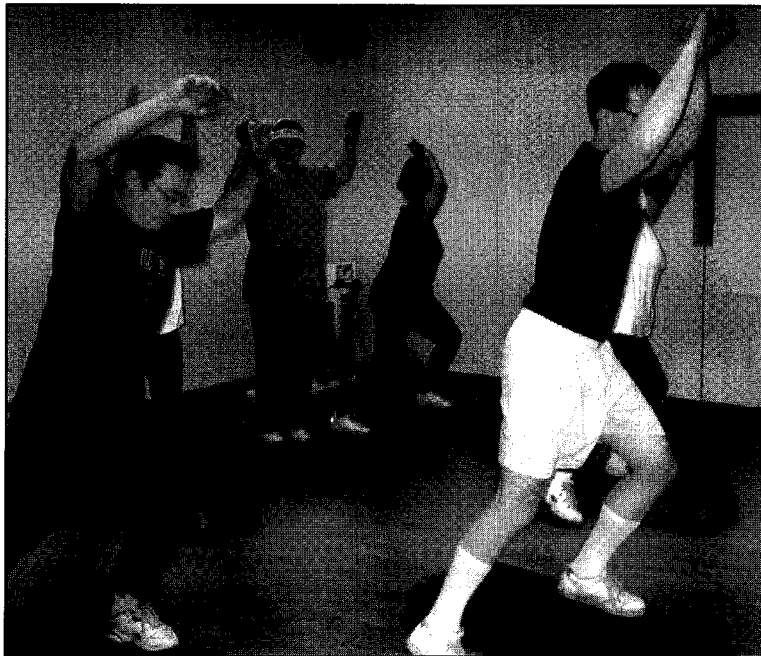
Advocate Fitness/Advocate Health Care for the consulting, construction and eventual management of the wellness center, which held its ribbon cutting ceremony in February of 1997.

Lindenfeld and her staff are hired and employed by Advocate Health Care but also report to Borg-Warner's safety and environmental health manager, who in turn reports to the Human Resources Department. The Wellness Center staff is fully integrated into the Borg-Warner company, often participating in corporate fitness activities along with the employees. The staff consists of three full-time employees and one intern. All staff members are educated and trained in the fields of kinesiology, exercise science and nutrition, with CPR certification. Within their first year of employment, they must be certified by the American College of Sports



The Borg-Warner Wellness Center is a fun and inviting place to work out with cardiovascular and strength training equipment.





Wellness Center members get re-energized with step aerobics.

Medicine as a health and fitness instructor and group certified by the American Council on Exercise (ACE).

The Wellness Center's Operation

The Wellness Center is open from 5:30 a.m.-7:00 p.m., Monday through Friday with some overnight hours. It is located near the cafeteria. Members of the Wellness Center pay \$10 per month, which may be paid through payroll deduction. The facility offers incentives to stay fit. One program rewards members who work out 12 times in one month by reimbursing them the \$10 membership fee for that month. "If employees meet this goal each month, the program enables them to have free membership for the year," Lindenfeld explains.

Wellness Center members can benefit from the following programs:

- **Work-Reconditioning Kinesiotherapy:** The American Kinesiotherapy Association refers to kinesiotherapy as the treatment of the effects of disease, injury and congenital disorders through the use of therapeutic exercise and education. The Wellness Center provides

services that will enable members to avoid injury on the job and/or regain strength lost due to a previous injury.

- **Aerobics:** The Wellness Center offers a variety of classes, including step aerobics and Reebok flexible strength and toning. Classes are open to members of all skill levels.
- **Exercise and Wellness Incentive Programs:** These programs encourage employees to make healthier choices. They are often organized around team or individual goals, and involve gaining points for participating in specified exercise and/or wellness activities. Employees are awarded prizes when they achieve their goals.
- **Nutrition Services:** The Wellness Center provides a computerized nutrient analysis that breaks down employees' food, calorie, vitamin, and mineral intake. Once the analysis is complete, the information is broken down into easy-to-read graphs and explained to each member in a 20-minute consultation.

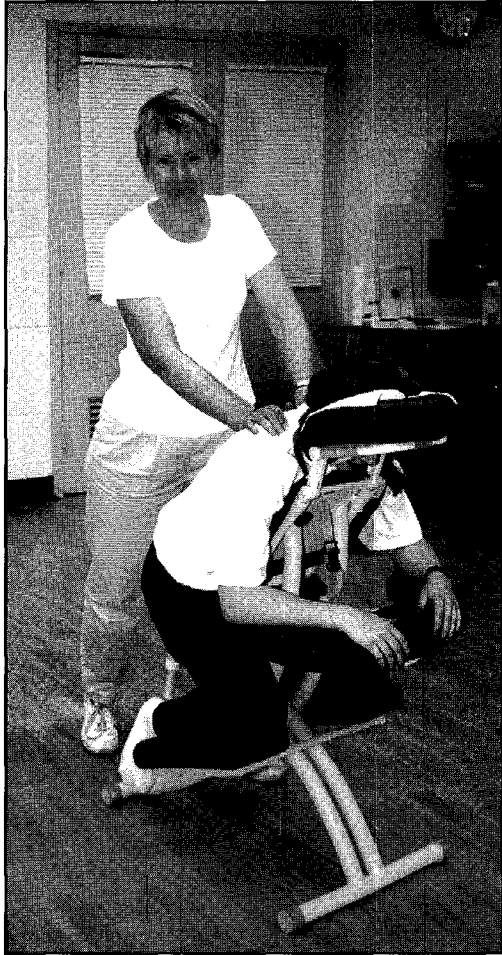
Fitness Assessment

Upon joining the Wellness Center, members are given a free, extensive fitness assessment. During this assessment, a staff member measures resting and exercise blood pressure and heart rate, body composition and circumference, grip strength, lower body flexibility, and cardiorespiratory endurance. Once the assessment is complete, the members receive their personalized, confidential results and exercise recommendations. They also receive orientation on the use of the strength equipment to ensure they are using the equipment properly and safely. Staff is always available during workouts to answer questions, assist with equipment or even fine tune a personalized program.

Making It Fun

"Our goal is to make being healthy fun for the employees," says Lindenfeld. "We host two 8-12 week team incentive programs and a variety of smaller programs throughout the year. We always decorate the Wellness Center to match the theme of the program."

One ongoing program is Fitness Bingo. When members enter the Wellness Center, a message board provides the quote of the day, tips, weather



Massage Therapist Janet Sylkatis performs a mini-massage on a member.

report, and daily bingo numbers. Members receive bingo cards in their message boxes located near the reception area. After exercising for 20 minutes or more, the member can cross off that day's numbers on the card. When obtaining Bingo, the member wins a "tuit" (as in "get around to it"), a small round wooden piece that can be used toward the membership reimbursement program or gifts from the Tuit Store, including T-shirts, water bottles, etc. The member can use the tuit in exchange for one workout. "That way, if employees go on vacation and have several tuits saved up, they can use the tuits toward the three times a week workout program. In this way, employees are still eligible for the \$10 reimbursement, even if they miss some of the workouts," says Lindenfeld.

Every new hire is given a welcome letter from the Wellness Center staff, a brochure and a coupon for three months guaranteed reimbursement.

The Results

"It takes 5-7 years for a wellness center to develop a direct connection between the center and reduced health-care costs, increased productivity, stress reduction and decreased absenteeism," says Lindenfeld. "We don't have all of the statistics yet, since we have been open just over two years, but we do know that several employees have lowered their blood pressure through participating in programs at the Wellness Center. We also have employees who were taken off medication for illnesses such as diabetes by using our nutritional and exercise programs. Our rehabilitation program is steadily growing with an average of 50 visits per month and an average cost savings to Borg-Warner of approximately \$170 per visit versus the cost of using an outside physical therapist," she explains.

Conclusion

Wellness programs can have many positive effects on your employees and your company's bottom line. The key to a successful wellness center is to develop programs that not only appeal to employees who enjoy exercise, but to those who want healthier lifestyles. Then, offer incentives that promote wellness as affordable, convenient and fun. ■

Karen G. Beagley is a freelance writer in Downers Grove, IL. She can be reached at kbeagley@aol.com.



ESM Association's New Online Savings Program:

Employer Sponsored Value Plans Help

By Charles DeSteunder, CESRA

We are rapidly approaching "the decade of the employee," according to Wallace Nichols, executive director of the American Compensation Association, as a shortage of qualified workers forces companies to think outside the box to attract and retain talented employees.

Recently released workforce statistics reveal what you probably already know:

- In the year ended June 30, 1999, the cost of attracting and retaining employees at all levels rose at the greatest rate since 1993.
- The Bureau of Labor Statistics reports a 3.5 percent increase in the Employment Cost Index, which measures compensation cost changes including wages, salaries and benefits.
- The cost of losing employees is very expensive in real dollars. According to a May, 1997 article in *HR Focus* magazine, a company with 50,000 employees and an annual six percent

turnover rate incurs replacement costs approaching \$18 million a year.

In response, employers are forced to be creative in offering benefits to employees. For example, Arcnet, a Holmdel, NJ-based wireless telecommunications company, has garnered coverage in the *New York Times* and *The Wall Street Journal* with its innovative plan to reduce recruiting and training costs by paying the lease on a new BMW sedan for every employee with at least one year of employment at the firm. Arcnet estimates that the program has slashed its recruiting costs by 50 percent.

Of course, most companies are not in the position to increase benefits spending to this level. Increased costs for bread-and-butter benefits, such as healthcare coverage, provide few expansion options for employee services providers.

**The Cost Of
Losing
Employees
Is Very
Expensive In
Real Dollars**

ESVP Resource

Attract, Retain and Reward Employees

ESVPs: A New Way to Attract, Retain and Reward Employees

Despite the financial constraints, many companies are introducing new types of benefits that provide a high-perceived value at low cost. One new benefit category emerging at companies such as The Boeing Company and Microsoft is the Employer Sponsored Value Plan or ESVP.

ESVPs are a new type of employee benefit program, free to employers, that help attract, retain and reward employees through exclusive discounts or savings on quality, brand-name products and services. Fostering a high level of employee loyalty and increased productivity, the savings plan is negotiated, administered and communicated by an ESVP provider. Vendor participants are screened to assure they meet quality standards and their offerings meet the needs of each organization. ESVPs were originated by Bellevue, WA-based employeesavings.com in 1997 when they were asked by Boeing and Microsoft to consolidate the thousands of special savings offered to their

employees into a single, easy-to-use and highly-efficient savings plan. Employeesavings.com is the leading provider of ESVPs to Fortune 1,000 companies.

ESM Association's ESVP Resource

Employee Services Management (ESM) Association recognizes that to remain competitive employers of choice, employee services departments must offer the latest in employee savings programs. For this reason, our association has teamed with employeesavings.com, an ESVP pioneer, to provide our members with the opportunity to

"ESM Association's ESVP Resource is a complete customer service program that offers our members flexibility in promoting their ESVP program to employees. It gives them the opportunity to enter into e-commerce, and still reach the employees who prefer to learn about employee discounts through catalogs, on-site visits, company newsletters, etc."

Patrick Stinson, executive director, ESM Association

offer value plans to their employees through ESM Association's ESVP Resource. Our association expects the ESVP benefits trend to continue with several new providers entering the marketplace. We encourage large companies interested in maximizing their employee retention to consider how an ESVP may benefit their company and its employees.

Because ESM Association's ESVP Resource is in its initial phase, we are asking members of large organizations to help us grow the program. To offer this service to our complete membership base, we must form our roots with Fortune 1,000 companies. As the program's foundation strengthens, we expect to offer it to more and more members.

How ESM Association's ESVP Resource Works

ESM Association's ESVP Resource will oversee your company's entire corporate savings program by managing the following areas:

- Selecting, negotiating, administering, and communicating the offerings of all vendors on your behalf, eliminating the need for you to manage several discrete offerings on your own.
- Developing and implementing all elements of your ESVP, including creating and maintaining

a custom employer-branded website for your employees.

- Collaborating with you to effectively promote and communicate the value of the ESVP to employees and their families through an employer-branded Extranet site. This extension of your company's Intranet site will serve as an exclusive avenue for approved vendors to advertise special pricing and savings. Other promotional options include printed catalogs, newsletters, e-mail, special events, and more.
- Managing and responding to all customer service issues.

This adds up to be an extraordinary time- and money-saver, freeing you and your team to focus on other vital employee services.

Vendor Categories

ESM Association's ESVP Resource offers employees the benefits of local and national savings. When choosing marketing partners, employeesavings.com selects vendors who realize the strategic value of building brand awareness and lasting loyalty with the most desirable employee bases in the U.S. Participants represent many lifestyle products and services, including:

CASE STUDY

SITUATION

Consistently lauded as one of the 100 Best Companies to Work For in America by Fortune magazine, Microsoft prides itself on its ability to attract, develop and retain the best employees in the software industry. Workforce loyalty at Microsoft is extremely high, thanks in part to the company's continual upgrade of programs and services that encourage a balance between work and family. According to Workforce magazine, the company has a 5-7 percent attrition rate, low by software industry standards.

In the past, Microsoft only sporadically communicated special offers to its employees, despite being frequently approached by vendors hoping to reach Microsoft employees. Meanwhile, employees were looking for a central place to learn more about the Microsoft-only savings.

Microsoft Employee Events Specialist Christine Beatty says, in mid 1997, Microsoft initiated an evaluation process to determine the kind of formal benefit program that its 28,000 employees would value most. Microsoft immediately established the top four criteria essential for a successful discount program: it had to be Web-based, able to accommodate Microsoft-specific savings, administered at no cost, and require no additional headcount. After benchmarking several major corporation's ESVP programs, Microsoft quickly zeroed in on The Boeing Company's unique ESVP program developed by employeesavings.com. The program had the additional benefit of including only selected vendors with a high level of customer service and excellent product reputation.

- Computers & Electronics
- Sports & Fitness
- Flowers, Gifts & Cards
- Travel, Entertainment & Events
- Babies, Kids, & Toys
- Professional Services
- Real Estate, Mortgages, Insurance, Financial, Legal, Education
- Personal Communications
- Books & Magazines
- Food & Beverages
- Home & Auto
- Apparel & Accessories

Associate Members interested in advertising their products and services in ESM Association's ESVP Resource can call Jamie Kelly at ESM Association Headquarters.

Recent Success

Current program participants have demonstrated the effectiveness of ESVPs in attracting, retaining and rewarding employees. At The Boeing Company, for example, employees reported individual savings of \$500-\$2,500 in their first year with the program with an estimated annual employee savings of \$8 million in 1998.

Looking Ahead

In the future, ESVPs will be an integral component of employee benefits. As ESM Association teams with employeesavings.com, this represents the first phase of incorporating ESVPs into the customary benefits package offered through employee services programs. As we grow ESM Association's ESVP Resource, we expect to extend its services to companies of various sizes. We look forward to working with our members to further develop this program.

Attention Fortune 1,000 ESM Association Organizational Members

If you are a Fortune 1,000 ESM Association Organizational Member interested in taking advantage of ESM Association's ESVP Resource, contact Jamie Kelly, manager of member services, at ESM Association Headquarters, (630) 368-1280, or e-mail her at jamielkelly@esmassn.org. ■



Charles DeSteunder, CESRA, is vice president, professional services, and co-founder of employeesavings.com, Bellevue, WA. Previously, DeSteunder worked for 10 years at The Boeing Company, Seattle, WA, as employee programs manager, instituting the company's first nationwide inclusive Employer Sponsored Value Plan (ESVP). He also served on the ESM Association Greater Seattle Chapter's Board of Directors for four years, with two years as president.

EMPLOYEESAVINGS.COM SOLUTION

Microsoft worked to customize their ESVP program by determining how the program benefits were to be communicated, targeting certain categories and working with employeesavings.com to roll existing offers into the program.

By May 1998, employeesavings.com launched the new Microsoft ESVP, an Extranet site that serves as the company's exclusive avenue for approved vendors to advertise special pricing and savings to Microsoft employees and their families—a total population of over 57,000.

RESULTS

The employeesavings.com partnership provides several distinct advantages, according to Beatty. "Working with employeesavings.com has allowed us to provide more valuable offers from many more

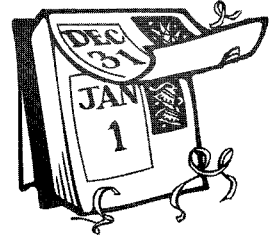
vendors. Plus, we know the vendors are reliable. And, their customer service response has always been immediate and appropriate."

Based on the frequent e-mail she receives from employees, Beatty says, "They love the program." What's more, the program has the potential to grow with Microsoft. The Microsoft Prime Attractions program, providing company-subsidized access to museums and family venues, was recently rolled into the Microsoft ESVP program and is likely to be expanded due to its popularity.

The bottom line is the Microsoft ESVP reaffirms the company's commitment to its employees. "And, to have an ESVP program like this that benefits employees and their immediate families, has been a great win. It really adds to the employees' view that this is a great company to work for," concludes Beatty.

A Year-Round Approach To Employee Services

By Marci Kinnin, CESRA



I have finally figured out that you can never plan too far ahead. To manage employee services programs efficiently, you must schedule event dates ahead of time and assign responsibilities in advance. Keeping a current employee services calendar will help you remember the detailed

tasks of each event, leaving you time to manage challenges that may arise at the last minute. The following is a sample timetable of the planning necessary to offer employee services programs at CIGNA Corporation in Hartford, CT.

Employee Services Calendar

January

- Schedule all public spaces (auditorium, cafeteria, etc.) for the upcoming year's events—Summer Camp Fair, craft fairs, Easter Party, Halloween Party, Holiday Party.
- Contact spring/summer professional sports teams for schedules and ticket availability.
- Begin plans for Children's Easter Party.
- Schedule dependent-care lectures for upcoming year.

February

- Attend New York City Toy Fair to purchase toys/gifts for this year's children's parties (Easter Party, Halloween Party, Holiday Party).
- Check condition of game equipment and order replacements if needed.
- Begin plans for April Children's Fishing Derby.

March

- Host Summer Camp Fair.
- Begin organizing intramural summer sports.
- Order tickets for Radio City Christmas Spectacular.
- Begin ordering and selling summer amusement park tickets.
- Begin plans for June Golf Outing.
- Begin plans for May Craft Fair.
- Host Children's Easter Party.

April

- Attend ESM Association's National Conference and Exhibit.
- Start planning ticket offer for the Greater Hartford Open.

May

- Host Spring Craft Fair.

June

- Contact fall/winter professional sports teams for schedules and to reserve tickets.

July

- Schedule entertainment for Children's Halloween Party and Holiday Party.



August

- *Begin plans for Halloween Party.*
- *Begin plans for Great Escapes Program for upcoming school year. Plan field trips for school-age children on school holidays when parents must work.*
- *Begin plans for December Holiday Craft Fair.*

September

- *Begin contacting vendors and updating information for Employee Discount Listing for distribution in January.*
- *Begin organizing fall/winter intramural sports.*
- *Schedule special CIGNA employee shopping nights at local retailers for holiday shopping.*

October

- *Advertise tickets for local venues of interest for employees to purchase as holiday gifts.*
- *Renew contracts for exercise vendors for upcoming year.*
- *Host Halloween Party.*
- *Make plans/advertise Children's Holiday Party.*

November

- *Begin printing Employee Club Membership Drive materials for distribution in January.*
- *Request bids for bus charters for next year.*

December

- *Begin making contacts for participants in March Summer Camp Fair.*
- *Work with Grounds Department to schedule opening and closing of outdoor recreational facilities for upcoming year.*
- *Make reservation forms for outdoor recreational facilities—start making reservations in January.*
- *Host Holiday Craft Fair.*
- *Host Children's Holiday Party.*
- *Complete Year End Report.*

Ongoing Responsibilities

In addition to the above activities, a plethora of ongoing responsibilities fill my days:

- ✓ *All bus trips and events are advertised 2-3 months in advance.*
- ✓ *Exercise classes are held for 10 weeks—advertisements/registrations prepared 3-4 weeks before first class of that session.*
- ✓ *Dependent care lectures are offered monthly—information/registrations prepared 2-3 weeks in advance.*
- ✓ *Updates to our Employee Discount Listing are completed monthly.*

Wrap-Up

No matter how large or small your company, your responsibilities as employee services providers, involve preparation. Employees are counting on you to ensure the events, activities, discounts and services they enjoy are available to them in a timely and organized manner. Through careful planning and creative scheduling, you can maximize new opportunities while maintaining your long-standing programs. Planning yields success without stress. ■

CIGNA Corporation is a leading provider of employee benefits across the U.S. and throughout the world. Marci Kinnin, CESRA, has been with CIGNA Corporation, Hartford, CT, for 20 years, with 16 years as employee services coordinator. She is responsible for employee services programs for CIGNA employees nationally, with an emphasis on programs for Hartford-area employees. Kinnin also is president of the ESM Association Connecticut chapter and Northeast Regional Director. She may be reached at (860) 726-5959 or Marci.Kinnin@CIGNA.com.

ESM Association's 59th Annual Conference and Exhibit presents

Practical Solutions to Work/Life Issues

April 12-16, 2000 • Adam's Mark Hotel • Denver, CO

Featuring More Workshops Than Ever Before!

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Employee Association Issues

Technology Tomorrow

Balancing Work/Life Issues

Awards/Recognition Programs

Managing Your Employee Store

Employee Referral Services

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Including an extensive Employee Store Track

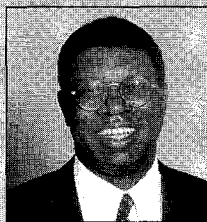
Read What **Peers** Say About

Last Year's Annual Conference and Exhibit



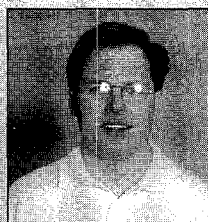
"Two years ago, at the NESRA Conference in Chicago I received information on how to set up an employee store. We started a small store in a 6' x 12' room. After reaching \$40,000 in sales the first year, my company built us a 15' x 25' store. We couldn't have done this without the help of NESRA members."

Carolyn Hollingsworth, manager Information Technology, Armstrong Air Conditioning, Bellevue, OH



"NESRA is committed to providing programs that meet the specific needs of members. The conferences have powerful substance and allow individuals to network with people who have answers. NESRA is a first-class organization that treats speakers well."

Robert Davis, president, Robert Davis Association, Miraloma, CA



"NESRA's Conferences provide great opportunities for networking, building business relationships and making new friends. I look forward to exhibiting each year. The attendees are very friendly and receptive to what the exhibitors have to offer."

David Good, account executive, Caesars Pocono Resorts, Lakeville, PA



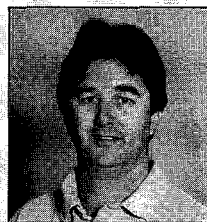
"NESRA has been invaluable, encompassing the full umbrella of services for our employees. Every conference I learn at least one new thing that will enhance our programs and services. This year's employee store section was 10 times better. Please continue to put an emphasis on this very needed part of employee services."

Cheryl Kappes, CESRA, program manager, Honeywell BCAS, Glendale, AZ



"NESRA is like a lifeline, a breath of fresh air, for employees who daily face downsizing, rightsizing, outsourcing, forced retirements, and other dollar-saving efforts of our times. NESRA still has employees' interests and welfare at the forefront. I am proud to be under the 'umbrella.'"

Judith Ryken, Jet Propulsion Lab, Pasadena, CA



"I've found the Exhibit Hall at NESRA's Conferences to be one of the most valuable aspects of NESRA. We find discounts and services that Chevron employees can use in their daily lives."

Jim Bonwell, Chevron, San Ramon, CA

PRE-CONFERENCE SEMINAR

WORK/LIFE IN MOTION

Practical Solutions to Recruiting and Retaining Employees

April 12, 2000 • Adam's Mark Hotel

Here's How You Benefit:

- ✓ Direction For Your Company's Work/Life Program
- ✓ Work/Life Action and Resource Guide
- ✓ Interactive and Practical Problem Solving
- ✓ Four Nationally Recognized Work/Life Experts
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8 POWERFUL SESSIONS

THE EVOLUTION OF WORK/LIFE

WORK/LIFE AND THE CORPORATE CULTURE

ESTABLISHING GOALS

SPOTLIGHT ON A CASE STUDY

MEASURING THE SUCCESS OF WORK/LIFE PROGRAMS

BUILDING A BUSINESS CASE

INTERACTIVE SOLUTIONS

WORK/LIFE IN MOTION

Separate registration fee required for pre-conference seminar.

Adam's Mark Hotel

The Hotel of Denver

The Adam's Mark Hotel is located on the 16th Street Mall, a mile-long pedestrian promenade lined with shops, restaurants and entertainment. Free shuttle buses run its length, providing easy access to all downtown attractions. The hotel features 1,225 new and renovated guest rooms, including 92 suites with outstanding views. All rooms are spacious and offer work desks, remote-controlled televisions with "On-Command" movies, hair dryers, irons, and full-size ironing boards. Express checkout is available.

Guest services include complete health club facilities with sauna, weight room, cardiovascular machines and heated outdoor pool. Also available: gift shop, full-service business center with secretarial support, laundry, dry cleaning, guest self-service laundry, shoe shine service, florist, covered valet and self parking.

Enjoy fabulous dining and entertainment at the Adam's Mark Hotel's restaurants, bars and lounges: Bravo! Ristorante, Supreme Court Cafe & Nightclub, Players Sports Bar, Trattoria Colorado, Tiffany Rose Lounge, and Capitol Bar.



ESM Association's 59th Annual Conference and Exhibit
Adam's Mark Hotel, Denver, Colorado
April 12 - 16, 2000
Registration Form

Full Name (Print) _____ Common First Name _____

Position _____

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes _____ No _____

Does your company have an employee store? Yes _____ No _____ Do you manage it? Yes _____ No _____

Expected date of Arrival _____ Departure _____

() Please check if you have disabilities and require special services. Attach a description of your needs.

Payment method: check _____ VISA _____ Mastercard _____ American Express _____

Discover _____ Credit card number: _____ Expiration date: _____

REGISTRATION FEES: Please circle your choices and indicate the total amount enclosed.

<u>ESM Association's Conference and Exhibit</u>	<u>Prior to 3/12/00</u>	<u>After 3/12/00</u>
ESM Association Organization Member	\$520	\$545
Non-Member Delegate	595	645
Associate Member non-exhibiting	840	865
Spouse Program	225	250
College Student	160	185
Retiree	85	85
<u>Work/Life In Motion</u>	\$220	\$245

TOTAL: \$ _____

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to ESM Association. Advance registration cannot be accepted without full payment. Mail check and registration form to: ESM Association Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371 or fax the registration form with your credit card information to ESM Association at (630) 368-1286. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/10/00. After that date, a refund is not guaranteed.

All room reservations must be made **directly** with the Adam's Mark Hotel. We suggest you telephone in your room reservation to the hotel at (800) 444-ADAM (2326). Be sure to state that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Adam's Mark Hotel is \$139 per night (single or double occupancy). Children under 16 will be allowed in the Exhibit Hall on Saturday only.

FOR OFFICE USE ONLY

1 2 3 4 5

BUYER'S GUIDE UPDATE

Here's a listing of new National Associate Members. Keep these updates with your complete Buyer's Guide, published in the July, 1999 issue of ESM, or view our updated Buyer's Guide at www.esmassn.org.

Beverly Garlands Holiday Inn at Universal Studios

4222 Vineland Ave
Universal City CA 91602
818-980-8000 x7231
818-766-0112 FAX
E-Mail: lanea@beverlygarland.com
Contact: Lana Sue Sawyer

Beverly Garlands Holiday Inn at Universal Studios is situated on seven landscaped acres and includes two towers featuring 255 deluxe guest rooms, 12 of which are spacious suites. Amenities include an outdoor pool, sauna, two lighted tennis courts, and children's playground. Free parking and complimentary shuttle is available to Burbank Airport and Universal Studios Hollywood and CityWalk. ESM Association members receive a 35 percent discount off the published rates.

ComedySportz

3210 N Halsted 3rd Fl
Chicago IL 60657
773-549-8080
773-549-8142 FAX
URL: www.comedy-sportz.com/chicago
E-mail: cszhowie@aol.com
Contact: Stephanie DeWageneer

Our reputation for innovative corporate entertainment has taken us around the world! ComedySportz is a funny, fast-paced, interactive, fully-improvised show based on suggestions from the audience. Appropriate for all ages and customized to fit any event. Group rates are available.

GameWorks

10 Universal City Plz Ste 3300
Universal City CA 91608
818-866-9731
818-866-9788 FAX
E-Mail: dfreer@gameworks.com
Contact: Dale Freer

Under the direction of Steven Spielberg, GameWorks was created as the ultimate entertainment destination, delivering the best social experience around games, drinks, music and food. Locations include: Seattle, WA; Phoenix, AZ; Las Vegas, NV; Dallas, TX; Ontario, Canada; Orange, CA; Detroit, MI; Miami, FL; Ft. Lauderdale, FL; Chicago, IL; and Columbus, OH.

La Quinta Inns, Inc

PMB 348
7770 Regents Rd #113
San Diego CA 92122-1967
1-800-NU-ROOMS
858-622-1838
858-622-1838 FAX
E-mail: pburich@laquinta.com
Contact: Penny Burich

ESM Association members receive a 10 percent discount at over 300 La Quinta Inn and La Quinta Inns and Suites nationwide. Call our 800 number and ask for the ESM Association/NESRA special rate.

Media Play/ The Musicland Group

3054 Sheridan Dr
Amherst NY 14226
716-837-3722 x25
716-837-3446 FAX
Contact: Robin Lenhard

Media Play is a multi-media entertainment superstore carrying books, music, software, movies and a wide selection of toys. We offer corporate partnership programs for employee discount events, institutional charges, volume gift certificate purchases, and more.

Metrovox Snacks

2101 Champaign Ave Ste 117
Mattoon IL 61938
888-224-7110
217-235-1760 FAX
E-mail: csnacks1@aol.com
Contact: Carol Joyner

We offer corporate incentives, premium food and promotional gifts for every budget. In addition to our own line, we offer nationally-branded, upscale products such as Perugina, Baci, Jelly Belly and Ghirardelli. We can drop ship, personalize and give you the service you deserve and expect.

Montrose Travel

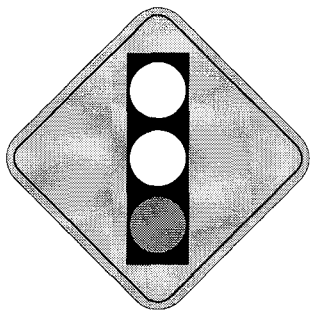
2343 Honolulu Ave
Montrose CA 91020-1821
818-553-3368
818-236-2154 FAX
E-mail: clyde@montrosetravel.com
Contact: Clyde Showalter

Montrose Travel is a full-service, multi-faceted travel company that offers discount travel and vacation programs to individuals and companies across the country. Our company has divisions in Leisure Travel, Corporate Travel, Incentive Travel, and Group Travel.

NewStar Media

370 W San Bruno Ave Ste F
San Bruno CA 94066
650-583-9700
650-583-0235 FAX
Contact: Lisa Hunt

NewStar Media's two audiobook imprints, Dove Audio and Audio Literature, have a combined total of 1,500 audiobooks covering every genre. Audiobooks are the fastest growing segment of the publishing industry, with most consumers listening while they commute. Attractive price points allow companies to give audiobooks to employees as learning tools or incentives, to include audiobooks in the company library, or to make audiobooks available in the company store for sell-through or rental. ■



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for more than a million
Americans affected by
neuromuscular diseases,
the future looks brighter
than ever.

MDA

Muscular Dystrophy Association

(800) 572-1717



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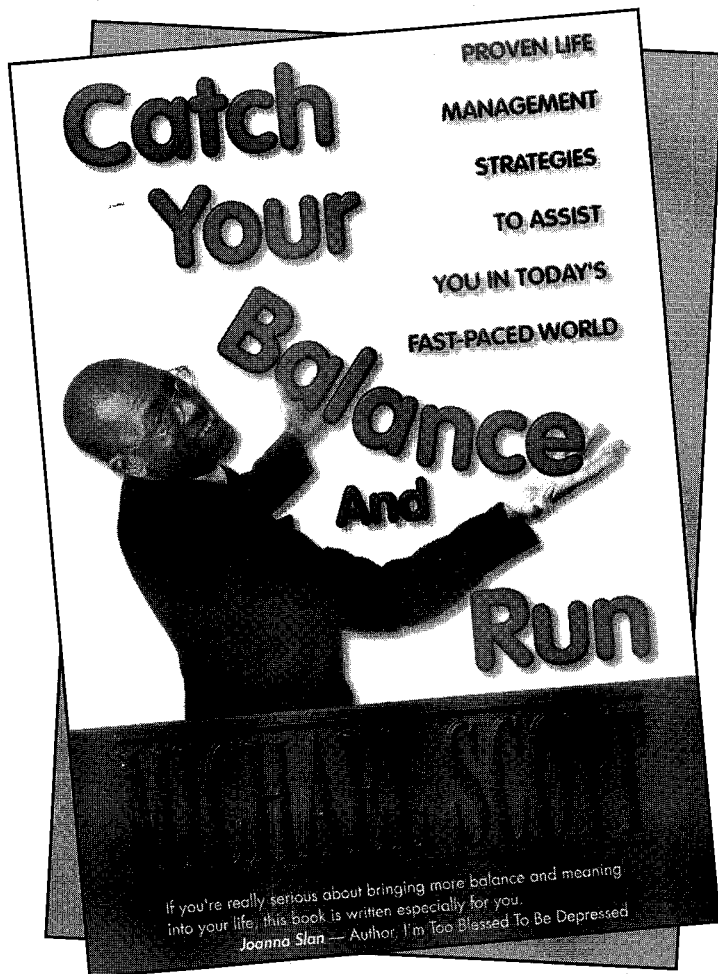
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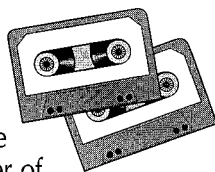
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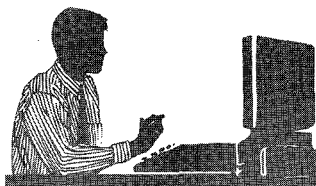
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Overcoming Management Resistance

By Michael P. Scott

Let's assume you are passionate about the role of employee services in addressing work/life issues in your organization. Maybe you have played an important part in advocating a new childcare facility for your company. Or perhaps, you were the driving force behind an innovative telecommuter program for your administrative support staff. Your organization may have even recognized you for its progressive work/life programs.

This is wonderful, except for one important factor: employee participation in your work/life programs is well below what you projected. Concerned, you investigate why your numbers are not higher, only to discover what you have always feared the most—management resistance.

Barriers to Successful Programs

Resistance from managers can be one of the biggest barriers to the success of work/life initiatives. Management resistance can range from subtle disapproval to an outright refusal to recognize the importance of work/life within the company. Regardless, the impact of the managers who refuse to sing off the same sheet of music from a work/life perspective can have a significant impact on the success of your employee services programs.

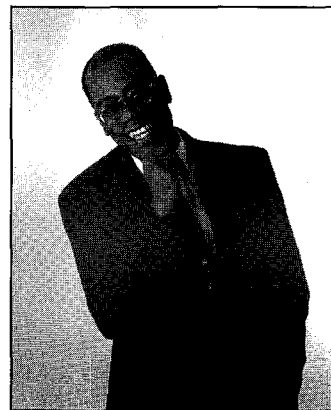
In a recent study on management resistance, Merck, a Whitehouse Station, NJ-based pharmaceutical company, found that employees who felt their supervisors were not supportive of family

issues had higher levels of stress and absenteeism, and lower job satisfaction. Still other studies have discovered that inflexible supervisors are the biggest reason why employees quit their jobs. Then, why are some managers still resistant to promoting the value of work/life? Consider the following barriers to management's support of work/life programs:

- 1. Cost:** Managers increasingly are held accountable for the financial bottom line of their department. Work/life programs that result in higher labor costs (i.e. liberal maternity leave policies) may run counter to the budgetary goals, which are the managers' ultimate responsibility.
- 2. Productivity:** Leave policies and flexible work practices may be perceived by management as adding increased complexity to their staffing efforts; particularly in this time of worker shortages when employees are being asked to do more with less.
- 3. Perception:** Managers may feel that employees will take advantage of the system when it comes to work/life benefits. Some managers see these programs as too non-traditional or too soft.

Solutions to Management Resistance

Overcoming management resistance can be achieved if you embrace the following practices in your work/life planning efforts.



Michael P. Scott is a regular columnist for Employee Services Management and has been a frequent speaker at ESM Association's Annual Conference & Exhibit, as well as for various chapters nationally. He is the author of the recently released book, Catch Your Balance and Run: Proven Life Management Strategies To Assist You In Today's Fast Paced World (\$12.95 / (630) 368-1280). Contact Scott regarding articles that would be useful in addressing your most pertinent work/life issues at power2u@ix.netcom.com.



- **Identify a management cheerleader.**

While overall commitment from the top is key, it is more important to identify and solicit the support of a manager who passionately believes in and will champion the work/life message to other managers. Most managers are readily influenced by their peers, therefore it pays to have someone from their ranks leading your cause.

- **Get managers involved.** If you have an employee task force addressing issues related to work/life, make sure to include several members of management on your team. Solicit their advice. Ask them for feedback on how to improve your current work/life programs. Most importantly, take a lesson from Stephen Covey, author of the book *Seven Habits of Highly Effective People*, and “seek to understand [their issues and concerns] rather than to be understood.”
- **Communicate, communicate, communicate.** Communication experts tell us that fear is the result of a lack of knowledge. In your employee services efforts, it is critical that you take the lead in educating managers on the effects that work/life programs will have on the bottom line, particularly as it relates to recruiting and retaining top-flight talent for their departments.
- **Recognize.** Consider bestowing an award on the manager who best represents the spirit of work/life within your organization. This may sound far-fetched, but remember, managers need recognition too. Why not honor managerial excellence in work/life, an area critical to the long-term success of your organization? It may be one of the most valuable investments you make in transforming managerial resistance into managerial support.

Conclusion

Management resistance to work/life programs can be overcome. Share your passion by informing your managers of the work/life options for employees and involving them in the promotion of your programs. Clue them in on the important impact work/life can have on their departments and you will be well on your way to greater employee participation. ■

EMPLOYEE SERVICES

M A N A G E M E N T

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your chances of a prompt return call if your message is warm and friendly.

- **Be brief.** If you have several items to discuss with an individual, leave a short message requesting a return call, "I have numerous alternatives for your consideration. Please give me a call so we can discuss them." No one wants to listen to a 5-10 minute recorded message. A recording does not give the individual an opportunity to ask questions as they arise. Simply stating that the individual has alternatives also indicates they are in control and opens the door to discussion.
- **Return messages within 24 hours.** In our rapidly-paced world, employees want a quick response. If you will be away and unable to return a call within 24 hours, give the caller an alternative. Provide the name and number of a coworker the caller can talk to in your absence. Or, give a phone number where you will be receiving messages and indicate when you will be able to return the call. Your rapid response indicates your desire to serve the employee.



Automated Phone Systems

If your business has an automated phone response system, consider the use of the following concepts to present a positive and helpful phone image.

- **Articulate and speak slowly.** Information stated at a fast pace may appear hurried, hassled or rushed to potential program participants who may then believe you do not have time for them. Remember, your phone presentation is often the first impression potential participants will have of your programs and services. You want to indicate that you care about their participation in your employee services programs.
- **Keep the alternatives to a minimum.** The fewer alternatives employees have, the easier it is to use an automated phone system. A maximum of three choices is ideal, while more than three are difficult to remember. Several alternatives confuse and frustrate callers.
- **Make a real person available.** Some callers may not know exactly what department, division or individual can respond to their needs or questions. I once called an organization where the message's opening statement was, "You have reached XYZ company. If you know the extension of the individual you want to talk with, dial it now. If not, using your touch tone keys, indicate the first three letters of the person's last name." Then, after a long pause, the system restated the directions. Since I did not know who I needed to talk to, I punched "0," assuming I would be connected with an operator. Instead, the automated statement's response was, "There is no person with that last name here. Good-bye." I was immediately disconnected and very frustrated. Be sure your system allows the caller the option of reaching a live person.
- **Be personal and friendly.** Automated systems are impersonal. We all have been caught in the labyrinth of automation where one choice begets another choice. A friendly voice on the recording can ease the caller into using your system. Remember, most people do not listen for the first seven seconds of a conversation, so information presented initially should serve as a warm-up to the directions. A personal and friendly voice will ease the transition from "hello" to "here are your alternatives."

- **Answer within four rings.** People are accustomed to having phones answered quickly. If your business is using an automated system, make sure it rapidly responds to the employee. Most people will not hang on beyond five rings. If they do, by the time they reach your phone system or an individual, they may be frustrated or angry. If they are calling to request information about your programs and they do not hang on beyond the fourth ring, then your department has lost a potential participant.

Conclusion

Your telephone system presents your initial business image and must be used properly to keep your employees calling back on a regular basis. As more organizations use automated telephone systems to save time and money and to expedite services, it is imperative to maintain a personal touch with employees. A warm, friendly tone that articulates your message at a reasonable pace will enhance your departmental phone image. ■

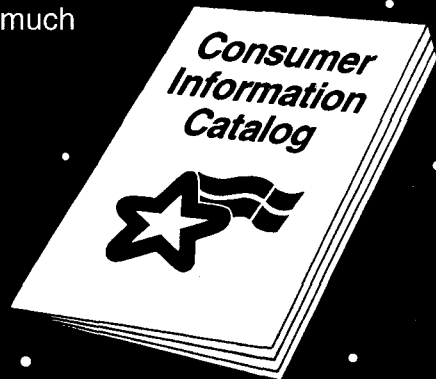


Eileen O. Brownell is president of Training Solutions, Chico, CA. For over 25 years, Brownell has been noted as a high-energy speaker and trainer who captivates her audiences and makes learning a lasting

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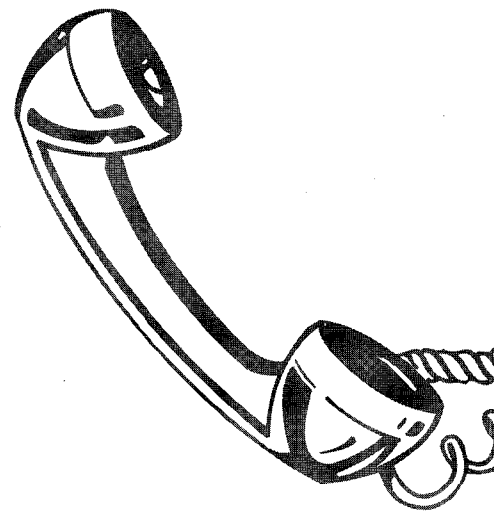
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THE SECRETS OF GREAT VOICE MAIL

By Eileen O. Brownell

**Potential
Employee
Services
Program
Participants
Develop A First
Impression Of
Your Group
From Your
Phone System**

In the late 1970s, telephone answering machines became a common feature in most homes and businesses. Answering machines allowed for a short, simple incoming message. "Thelma, this is Louise. Call me about dinner," was usually the extent of the message. Outgoing messages were much the same; most recorders allowed 15-20 seconds to record a message. A typical statement was, "We're unable to answer your call, so please leave your name and number and we'll call you back."

Thanks to advances in telecommunications, business phone systems have been revolutionized. Organizations now have voice mail, automated attendants and direct lines to every employee. Callers are given a laundry list of options via a recorded message, "For purchasing, dial 61. For human resources, dial 85" and so on. While the telephone systems of today help us conduct business efficiently, they also present some challenges. Without a human being on the other end of the phone, an employee services department can appear less caring and more impersonal. Potential employee services program participants develop a first impression of your group from your phone system. Therefore, it is imperative that the department use the system wisely and to the department's greatest advantage.

Receiving And Leaving Messages

There are numerous, simple techniques employees can follow to carry out an employee services department's well-organized and caring image. When receiving or leaving voice mail messages, try the following methods for creating a positive and professional phone image.

- **State your name and number first and also last.** When leaving a message, state your name and number or extension immediately. No one wants to listen to a lengthy message several times to find out who is calling and where to return the call. Remember to give your phone number only as fast as you can personally write it. Then, at the conclusion of the call, state your number again so individuals can easily check their notes.
- **Provide your first and last name.** Leaving both your first and last names eliminates confusion about who is calling. The employee you are calling may have a negative feeling about someone else with your same first name. When you leave your last name it avoids this possibility.
- **Smile.** A smile can be heard as well as seen. It projects friendliness to the caller and adds warmth to your message. You will increase

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Northeast Region

National Director
Quintin Cary, CESRA,
(703) 697-3816
FAX (703) 693-7311

Regional Director
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(860) 726-5959
FAX (860) 726-5920

Maryland NESRA/
Baltimore, Maryland.
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NESRA/New York City/
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FAX (609) 547-8284

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Barb Spurlock, CESRA,
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FAX (717) 851-3375

South Atlantic Region

National Director
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FAX (727) 791-3459

Regional Director
Debbie Colston,
(502) 627-2503
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Chapter of NESRA/
Charlotte, North Carolina.
Nina Greene,
(828) 326-8350
FAX (828) 326-8236

River City NESRA/
Louisville, Kentucky.
Debbie Colston,
(502) 627-2503
FAX (502) 627-2259
Tampa Bay/Suncoast/
Tampa, Florida.
Shirley Tilghman,
(813) 972-7200 x1024
FAX (813) 972-7856

Midwest Region

National Director
Mickey Alderman,
CESRA, (248) 589-0334
FAX (248) 435-0515

Regional Director
Mary Daniels,
(651) 733-6225
FAX (651) 736-0506

MERSC/Minneapolis-
St. Paul, Minnesota.
Sue Shepherd,
(651) 459-1482
FAX (651) 459-2054

MESRA/Detroit,
Michigan. Janet Frank,
(313) 222-3025
FAX (313) 9-5087

NESRA of Central
Indiana/Indianapolis,
Indiana. Willadean
Duncan, (317) 244-3660
FAX (317) 244-1247

NESRA-Chicago/
Chicago, Illinois. Joanne
Mueller, (630) 990-2714
FAX (630) 990-1742

NIESRA/Warsaw,
Indiana. Char Bucher,
(219) 267-3251 x244
FAX (219) 267-3884

PEERS of NESRA/
Bloomington, Illinois.
Karen Huber, RVESRA,
(309) 663-3619
FAX (309) 663-3186

Gateway Chapter of
NESRA/St. Louis,
Missouri. Linda Watson,
(314) 232-1066
FAX (314) 232-9365

NESRA-EOWP/
Warren, Ohio. John
Roberts, (330) 740-8130
FAX (330) 746-2909

Wisconsin NESRA/
Milwaukee, Wisconsin.
Elaine Nap,
(414) 291-6761
FAX (414) 291-7084

Southwest Region

National Director
John Rath, CESRA,
(972) 334-5910
FAX (972) 334-6378

Regional Director
Pud Belek, CESRA,
(713) 792-8034
FAX (713) 794-5950

NESRA of Southeast
Texas/Houston, Texas.
Phil Hall, CESRA,
(281) 514-6690
FAX (281) 514-0762

NESRA of North Texas/
Dallas/Ft. Worth, Texas.
Donna Leach,
(972) 583-1616
FAX (972) 238-9751

NESRA of Colorado/
Denver, Colorado.
Lori Sharp, CESRA
(303) 977-6750
FAX (303) 977-3293

NESRA of San Antonio/
San Antonio, Texas.
Denise Staudt, CESRA,
(210) 476-4151
FAX (210) 476-4656

West Region

National Director
Dale Shafer, CESRA,
(925) 246-6257
FAX (925) 246-6230
Regional Director
Ron Smith, CESRA,
(602) 930-2840
FAX (602) 931-9651

AIRC/Burbank,
California. Kim
Crookston, RVESRA,
(661) 702-5939
FAX (661) 702-5565

ESROC/Orange County,
California. Phyllis Smith,
CESRA, (626) 913-4014
FAX (626) 964-7242
GLAAIRC/Los Angeles,
California. Patti Wantz,
(310) 364-5194
FAX (310) 364-5090

NESRA Chapter of
Southern Arizona/Tucson,
Arizona.
Debbie Bruns,
(520) 577-4005
FAX (520) 577-4085

NESRA of Greater
Phoenix/Phoenix, Arizona.
Ron Smith, CESRA,
(602) 930-2840
FAX (602) 931-9651

NESRA of the Bay Area/
San Francisco, California.
Nancy Walter, CESRA,
(925) 356-8694
FAX (925) 356-1141

NESRA of Greater
Sacramento/
Sacramento, California.
Doug Chadboyne,
(530) 532-4144
FAX (530) 532-4122

NESRA of the Inland
Empire/Riverside and
San Bernardino, California.
Gerald Toerner, RVESRA,
(909) 937-5239
FAX (909) 937-5215

NESRA of San Diego/
San Diego, California.
Maria Gobbi,
(760) 722-5844
FAX (760) 722-5844

NESRA of Greater
Seattle/Seattle,
Washington. Kathy Kauno,
(425) 943-3345
FAX (425) 775-6183

SGEAA/San Gabriel,
California. Ken Custer,
(626) 449-3319
FAX (626) 969-3518

SNESRA/Las Vegas,
Nevada. Nancy Moore,
(702) 566-4433
FAX (702) 565-7983

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Volcano



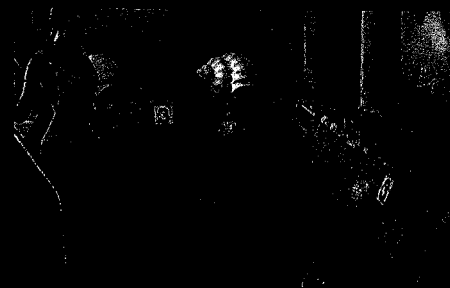
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